



AGENDA

<https://us02web.zoom.us/j/87825405694>

Meeting ID: 878 2540 5694

A. CALL TO ORDER

B. NEW MEMBERS

1. New Appointed Members

- i. **Introduction** (Jane Kang, Chair)
 - Maria Gallo (Board of Directors)
 - Sofia Ngieng (AMS)

C. APPROVAL OF AGENDA

- **Motion:** THAT the Committee approve the January 26, 2022 agenda as circulated.

D. APPROVAL OF MINUTES

- **Motion:** THAT the Committee approve the November 24, 2021 minutes as circulated.
- **Attachment D1:** Draft Minutes (November 24, 2021)

E. EXTERNAL GUESTS/PRESENTATIONS

1. Madeleine Zammar (Manager, Engagement; Community Development & Engagement; Campus + Community Planning)

- i. Introduction (Glenda Ollero, CEAC Liason)
- ii. Discussion: Best practices in engaging with multi-cultural communities in UBC neighbourhoods
- iii. Discussion: Ideas for engaging the UNA community for Campus Vision 2020

F. ITEMS / REPORTS

1. Approved Amendments to the CEAC Terms of Reference

- i. **Introduction** (Jane Kang, CEAC Chair)
 - **Attachment F1:** Copy of Community Engagement Terms of Reference Report (Presented by CEAC Chair to the Board of Directors)
 - **Attachment F2:** CEAC Terms of Reference Extract and Approved Amendments
- ii. **Discussion**



2. CEAC 2022 Meeting Schedule

- i. **Introduction** (Jane Kane, CEAC Chair)
 - **Attachment F3:** CEAC 2022 Meeting Schedule
- ii. **Discussion**
- iii. **Motion:** That the CEAC 2022 meeting schedule be approved by the committee.

3. Community Survey: Request for Additional Quotes

- i. **Introduction** (Glenda Ollero, CEAC Staff Liaison)
 - **Attachment F4:** Argyle PR – UNA CEAC Engagement Survey Estimate
 - **Attachment F5:** Delaney – UNA CEAC Engagement Survey Estimate
- ii. **Discussion**
- iii. **Motion:** (Move a motion on a decision on how to move forward with the survey.)

G. ADJOURNMENT

- **Motion:** THAT this meeting of the CEAC be adjourned.



MINUTES

PRESENT:

Jane Kang, Chair
Ran Keren, Co-Chair
Susan Eadie, Co-Chair
Alice Bradley

David Hahn
Michelle Niu
Nidhi Raina

REGRETS:

Eileen Le Gallais

Lee Weinstein

STAFF:

Glenda Ollero, Communications Manager

RECORDING SECRETARY:

Debbie Reimer, Mosaic Writing Group

A. CALL TO ORDER

Jane Kang, Chair, called the University Neighbourhoods Association (UNA) Community Engagement Advisory Committee (CEAC) meeting to order at 4:40 p.m.

B. APPROVAL OF AGENDA

It was moved (Jane Kang) and seconded (Alice Bradley)

THAT the University Neighbourhoods Association Community Engagement Advisory Committee approves the November 24, 2021 agenda, as circulated.

Carried

C. APPROVAL OF MINUTES

It was moved (Jane Kang) and seconded (Ran Keren)

THAT the University Neighbourhoods Association Community Engagement Advisory Committee approves the October 27, 2021 minutes as circulated.

Carried

D. ITEMS/REPORTS

1. Community Survey Updates

i. Introduction

Jane Kang, and Ran Keren provided the following update regarding the presentation from TWI Surveys:

- TWI Surveys have advised:
 - They will not host the survey in multiple languages due to the potential impact on the quality of data
 - They will ensure the questions are written at a grade five level of English
- The UNA Board encouraged the English only option.

ii. Discussion

Discussion ensued on:

- Suggestions for ideas to gather more data from residents:
 - Small focus groups representing differing cultures
 - Smaller survey for ease of translation
 - Quotes from alternate companies who can host multiple languages
- Concern regarding the amount of data that can be gathered if the survey published in one language
- Concern about resident complaints/concerns regarding:
 - Lack of representation
 - Untranslated surveys
 - Exclusion of a large percentage of the population
 - Language barriers impacting participation
- Survey results may provide information to CEAC for development of focus groups
- Suggestion for simplification of questions/language for participants
- Multiple translations could add to cost of survey
- Barriers to survey participation:
 - Length of survey
 - English language only
 - Limited language translations for a diverse population
- Concern that multiple translations may not increase survey participation
- Limited translations could result in feelings of marginalization for less represented cultures
- Suggestion that the remaining budget funds be used for focus groups:
 - The fiscal year end is March 31, 2022
- Suggestion to consult with other community engagement committees regarding surveys
- UBC Sociology professor agreed to poll students of which some are residents
- Incentives for survey participation could include:
 - Coffee vouchers
 - Draws
 - Gift certificates to local establishments
- UBC Campus and Community Planning department has some data from 2016
- 2021 census data will not be available until 2022.

It was moved (Susan Eadie) and seconded (Jane Kang)

THAT the University Neighbourhoods Association Community Engagement Advisory Committee requests the Communications Manager to obtain information from the UBC Campus and Community Planning department regarding surveys on campus.

Carried

Action Item (01): *Glenda Ollero to obtain information from UBC Campus and Community Planning regarding previous surveys on campus.*

It was moved (David Hahn) and seconded (Alice Bradley)

THAT the University Neighbourhoods Association Community Engagement Advisory Committee requests the Communications Manager to seek quotes from other survey

companies regarding their ability and costs associated with hosting a multi-language survey and information on the additional cost per language.

Carried

***Action Item (02):** Glenda Ollero to obtain quotes from other survey companies regarding their ability and costs associated with hosting a multi-language survey.*

2. Other Activities

i. Introduction

Susan Eadie, Co-Vice Chair, requested the CEAC provide options for alternate community engagement activities while awaiting survey results.

ii. Discussion

Discussion ensued on ideas for alternate community engagement activities

- CEAC members individually canvassing contacts for suggestions
- Create a list of groups already established
- Create a list of events currently happening
- Create an internet bulletin board housing all the events
- Provide links to groups on the bulletin board
- Post bulletin board information on facebook and the UNA website
- Create an online communication system for communication among residents (non-facebook).

It was moved (Susan Eadie) and seconded (Ran Keren)

THAT the University Neighbourhoods Association Community Engagement Advisory Committee (CEAC) requests CEAC members to conduct research with individual contacts regarding community groups and activities and report back at the January 26, 2022 meeting.

Carried

(Opposed: Jane Kang and Michelle Niu)

***Action Item (03):** Glenda Ollero to create a shared google doc for CEAC members to compile information regarding community engagement ideas.*

E. ADJOURNMENT

The next UNA CEAC meeting to be held on January 26, 2022 at 4:30 p.m.

It was moved (Jane King) and seconded (Ran Keren)

That the University Neighbourhoods Association Community Engagement Advisory Committee meeting adjourned at 5:57 p.m.

Carried



Date: January 7, 2022
From: Director Kang
Re: Community Engagement Advisory Committee
Amendments to Terms of Reference

Recommendation

That the Board approve the attached amendments to the Terms of Reference for the Community Engagement Advisory Committee.

Background

The Terms of Reference (the “TOR”) for the Community Engagement Advisory Committee (the “CEAC”) were approved by the Board at its meeting on November 17, 2020. At the Board’s meeting on December 15, 2020, I was appointed Chair of the CEAC. In January 2021, I proposed amendments to the TOR that were approved by the Board at its meeting on January 19, 2021.

The purposes and mandate of the CEAC are set out in the first attachment to this report.

Section 7.8 of the TOR states that “the Board is open to receiving suggestions for improving these terms of reference from Committee members on an ongoing basis”.

Proposed Amendments

New residents, especially immigrants, face challenges when they move to the UBC neighbourhoods. Before engaging in community life, they need to acquire an understanding of our community and be made to feel part of it.

The TOR do not explicitly provide for the CEAC to propose initiatives designed specifically to assist new residents. Possibly this is implicit in the committee’s mandate to advise and assist with “finding ways to encourage and improve the levels of resident participation in community life”. However, to avoid any doubt, the TOR should explicitly state that the committee’s purposes and mandate include providing advice and assistance with respect to new residents.

Accordingly, I am proposing that the Purpose and Mandate sections of the TOR be amended as set out in the second attachment to this report.

The types of initiatives that could be considered by the CEAC for new residents include:

- Seminars and workshops.
- More use of languages other than English in UNA communications, including the weekly email newsletter and The Campus Resident.
- Social events.
- Annual bus tours.

CEAC members will have additional ideas for assisting new residents feel part of our community.

Community Engagement Advisory Committee

Current Purpose and Mandate

1. Committee Purpose:

To represent community interests in providing advice to the Board of Directors (the “Board”) on matters related to improving the engagement of residents at the community level. (References to residents in these terms of reference are to residents of the University Neighbourhoods.)

The Committee is to assist the Board in identifying and implementing initiatives that will improve the levels and effectiveness of resident participation in community life, with a view towards improving the overall quality of life in the University Neighbourhoods.

2. Committee Mandate:

The Committee’s mandate is:

2.1. To provide the Board with advice and assistance on matters relating to:

- Mechanisms to improve community engagement in the University Neighbourhoods, with a view to improving participation in addressing neighbourhood issues; and
- Encouraging residents with the appropriate skills to get involved in community advisory committees and working groups.

2.2. To work with the Board and staff to advise and assist with:

- The recruitment and organization of residents with the appropriate expertise who are interested in participating in community advisory committees and working groups to address specific challenges facing the Board;
- Finding ways to improve community engagement between the Board and residents;
- Finding ways to encourage and improve the levels of resident participation in community life; and
- The delivery of specific programs, including assistance with organizing working groups of volunteers who are interested in participating in the delivery of programs to University Neighbourhoods.

Community Engagement Advisory Committee
Approved Amendments to Purpose and Mandate

1. Replace section 1 by the following:

1. **Committee Purposes:**

- The Committee's purposes are:

- To represent community interests in providing advice to the Board of Directors (the "Board") on matters related to improving the engagement of residents at the community level. (References to residents in these terms of reference are to residents of the University Neighbourhoods.)
 - To assist the Board in identifying and implementing initiatives that will improve the level and effectiveness of resident participation in community life, with a view towards improving the quality of life in the University Neighbourhoods.
 - To propose initiatives to the Board that will help new residents, especially immigrants, integrate into the community and to assist in implementing the initiatives.

2. In section 2.2, delete "and" at the end of the third bullet point and add the following after that bullet point:

- The development and implementation of initiatives to help new residents, especially immigrants, understand our community and be made to feel part of it; and



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COMMUNITY ENGAGEMENT ADVISORY COMMITTEE (CEAC) 2022 MEETING SCHEDULE

- **January** 26, 2022, 4:30 p.m.
- **February** 23, 2022, 4:30 p.m.
- **March** – No meeting. May change should the Chair deem a meeting necessary.
- **April** 27, 2022, 4:30 p.m.
- **May** 25, 2022, 4:30 p.m.
- **June** 22, 2022, 4:30 p.m.
- **July** 27, 2022, 4:30 p.m.
- **August** – No meeting. May change should the Chair deem a meeting necessary.
- **September** 28, 2022, 4:30 p.m.
- **October** – No meeting. May change should the Chair deem a meeting necessary.
- **November** 23, 2022, 4:30 p.m.
- **December** – No meeting. May change should the Chair deem a meeting necessary.

UNIVERSITY NEIGHBOURHOODS ASSOCIATION

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University Neighbourhood Association

Community engagement services

UNA

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Project understanding and approach

Argyle has a reputation for creating effective and inclusive approaches to public engagement with communities across Canada, including connecting governments, businesses, and residents within the province of British Columbia. We are excited about the opportunity to work with the University Neighbourhoods Association (UNA) as it undertakes engagement with the 14,000 residents that live in the neighbourhoods around UBC's campus.

We understand UNA functions much like a 'mini city hall,' overseeing the major residential neighbourhoods around UBC's campus, including managing recreation facilities, roads, parking and sidewalks, and matters in the public realm, such as noise. With input from its Community Engagement and Advisory Committee, we understand UNA is seeking a strategic partner to manage and support the development and delivery of a community survey to help understand residents' perspectives and inform future outreach in the community.

Our engagement team possesses a wealth of knowledge and experience in creating well-informed public engagement strategies while leveraging the appropriate tools to gather input from key audiences in this current virtual climate.

Project specifications

We will approach this project in three phases:

1. Pre-engagement planning
2. Survey implementation
3. Analysis and reporting

Each phase is described in more detail below.

Pre-engagement planning

We will initiate the project by hosting a **kick-off meeting** with the UNA project team. The kick-off meeting will confirm the purpose of the project, desired objectives, as well as to gather input from the project team to inform the engagement plan and communications strategy.

A portion of the meeting will be dedicated to a **stakeholder mapping and analysis** exercise. Results from this activity will ensure we have identified the appropriate groups within the UNA community to be engaged. We assume this mapping would build upon existing knowledge and contacts of UNA staff. We would also seek representation from equity-seeking populations, as barriers often exist that prevent their full participation in engagement activities.

We will integrate the project team's input to develop the draft **project engagement plan**. This will include:

- ◆ Scope and objectives for the engagement program
- ◆ Topics for engagement
- ◆ List of populations (general and specific) that may be interested in or affected by the topics for engagement
- ◆ Timeline/schedule for engagement, including tentative dates
- ◆ Engagement format, focusing on an online survey



- ◆ Methods that will be used to collect, analyze, and report on the input received.

We will seek feedback on the plan from the project team, and review and update the plan as needed throughout the engagement project.

To create awareness and drive traffic to the survey, we will develop a **communications plan** with key messaging tailored to the audiences identified by UNA. This plan will include a social media content calendar and other tactics to support efforts to promote the survey, ensuring messaging is aligned across all materials. We assume implementation of the communications plan will be led by UNA's communications team.

Survey implementation

We will draw from our team's wealth of experience designing and implementing online surveys for public sector organizations (including City of Vancouver, the District of North Vancouver, and Vancouver School Board) as part of broader engagement.

To ensure surveys are user-friendly, elicit the target number of responses, and feed into analysis and reporting, we will use some or all the following techniques:

- ◆ Working session with UNA to **determine survey structure and goals** (e.g., desired number of responses, responses from target populations, number of open- and closed-ended responses, demographic questions for optional data filtering and/or cross-tabulation). This can be built into the kick-off meeting described above.
- ◆ Draw from **pre-engagement research** (e.g., audience analysis, local/regional issues identification) to develop survey questions that are relevant to stakeholders and will meet analysis and reporting needs.
- ◆ Design **online survey questions** for approval (assuming one round of revisions).
- ◆ Create any supporting materials to be used within the survey, such as **graphics or images**
- ◆ Coordinate with UNA to **collect exported data for analysis** at agreed upon intervals to expedite the report writing process, with option to advise on tailored promotion to ensure adequate representation from stakeholders.
- ◆ Work with an **online survey platform provider**, to develop, input and host the survey, including developing contextual language and build out guide.

To support people to learn and participate in the survey, we will need to translate complex and technical information into digestible material that is easily understood. This ensures participants feel prepared, informed, and welcomed to share their input. Argyle's '**triple crown**' approach will support this. We take a three-step approach to create clear, compelling content that supports fulsome participation: we translate technical content into regular-people speak; translate this content into elementary school words; and translate into as many languages as needed. We will use the City of Vancouver's draft Language Access Policy as a baseline to identify translation needs, and work with an online survey platform, such as Civil Space, or Public Input, that offers translation capabilities built into its platform, saving time and costs for translation services.

Post-engagement final report

Argyle is equipped with the tools and experience to analyze all feedback from online engagements, including virtual dialogues, emerging discussions, and the online surveys. Our team will provide the technology, expertise, and coordination required to ensure that nuances of **qualitative and quantitative input** are captured in our feedback analysis.



For the purposes of this project, we have allocated staff resources and budget to **analyze up to 1,500 open-ended responses**, assuming 500 responses to three open-ended questions (survey design and target response rate to be determined with UNA).

Our process is designed to ensure each response is accurately accounted for. We do this by **tailoring our coding and analysis process** to the engagement mechanism, for example by developing separate codebooks for virtual dialogues, and the online survey. We also build in quality control: our engagement team works together to review and double check coding for each response, and identifying verbatim quotes to weave into the report, balancing statistics with a compelling narrative.

To complete **feedback analysis**, we will host a debrief session with the project team to share our initial findings and discuss the reporting approach. We can also provide raw data as an appendix to any reports as needed to support UNA's own documentation process.

Report writing

After leading a coding and analysis process, we will turn our attention to reporting. To ensure we are on the same page with the project team about reporting requirements, we will host a **debrief session** to discuss emerging themes from the feedback analysis stage and determine our reporting approach. We will bring that discussion into **refining the document format and table of contents to be provided**, before providing a **final report outline** for review. The outline will contain summaries of our feedback analysis at a thematic level, and act as a benchmark for discussing adjustments to ensure our report meets decision-making needs.

Our reporting process is designed to capture both **broad and specific feedback** to accurately report on what we heard. This ensures the report includes an appropriate level of detail and nuance to support the decision-making process. To capture broad feedback, we carefully **review feedback analysis** from all engagement activities, interviews, and the online survey to identify recurring themes, which we will use to structure the feedback analysis section of the report. To capture specific feedback, we work creatively to highlight that feedback, for example by including pull quotes, narrative "vignettes" or visual data summaries (e.g., word clouds, proportional area charts). To support transparency, we always include a **thorough methodology section** that explains how and why we conducted the engagement in this way.

We will then share a **draft What We Heard Report** with the project team for review. At this stage, we build in time to do a thorough visual check for the report look and feel, including logos, font hierarchies, table styles, and colour palette. This guarantees the report is instantly recognizable as a UNA product. Upon receiving feedback on this report draft, we will revise and produce a final version of the report to submit for a second review. After considering new revisions to our draft, we will provide the **final What We Heard Report** in both digital and print versions, as needed. As part of delivering this format version, we will do a final check for formatting and visuals to produce a report that is polished and aligns with UNA's style guidelines, and any accompanying communications deliverables associated with this engagement work.



Resources - project team and relevant experience

Account management and client communication

Your investment is important, and we ensure that accountability builds trust in our service. Argyle follows a rigorous process of collaboratively setting objectives, establishing statements of work to guide programs, tracking progress, and measuring success. With every client, we determine the most appropriate cadence for regular contact (via in-person meetings, conference calls, emails, etc.) to facilitate two-way information sharing and an assessment of progress, financial updates against the budget or next steps against agreed-upon goals. We adhere to:

- ◆ **Client service and accountability:** Regular and well-organized client meetings, calls and 24/7 access to the senior team, including senior members of the team. Transparent and regular communications regarding project and program status.
- ◆ **Supplier and staff management:** Due diligence in supplier selection and the "right person @ right time" approach to staffing. Comprehensive staffing charts and defined roles as needed, with approval protocols and clear role/responsibility documents to establish expectations.
- ◆ **Budget management and reporting:** Detailed budgets, ongoing reports, regular invoicing, and activity reports; no surprises!
- ◆ **Time management and reporting:** Development and adherence to critical paths, with due dates and clear responsibilities.
- ◆ **Problem solving and diplomacy:** "Polite persistence" and transparent communications.
- ◆ **Measurement and evaluation:** Ongoing mechanisms for feedback and pursuit of improvement and excellence.

Project management

Argyle has a proven track record helping clients succeed, and it is due in part to how we carefully manage every project. Within our project team, we have several internal systems and processes in place to ensure everything we do is surprise-free, high quality and meets your expectations.

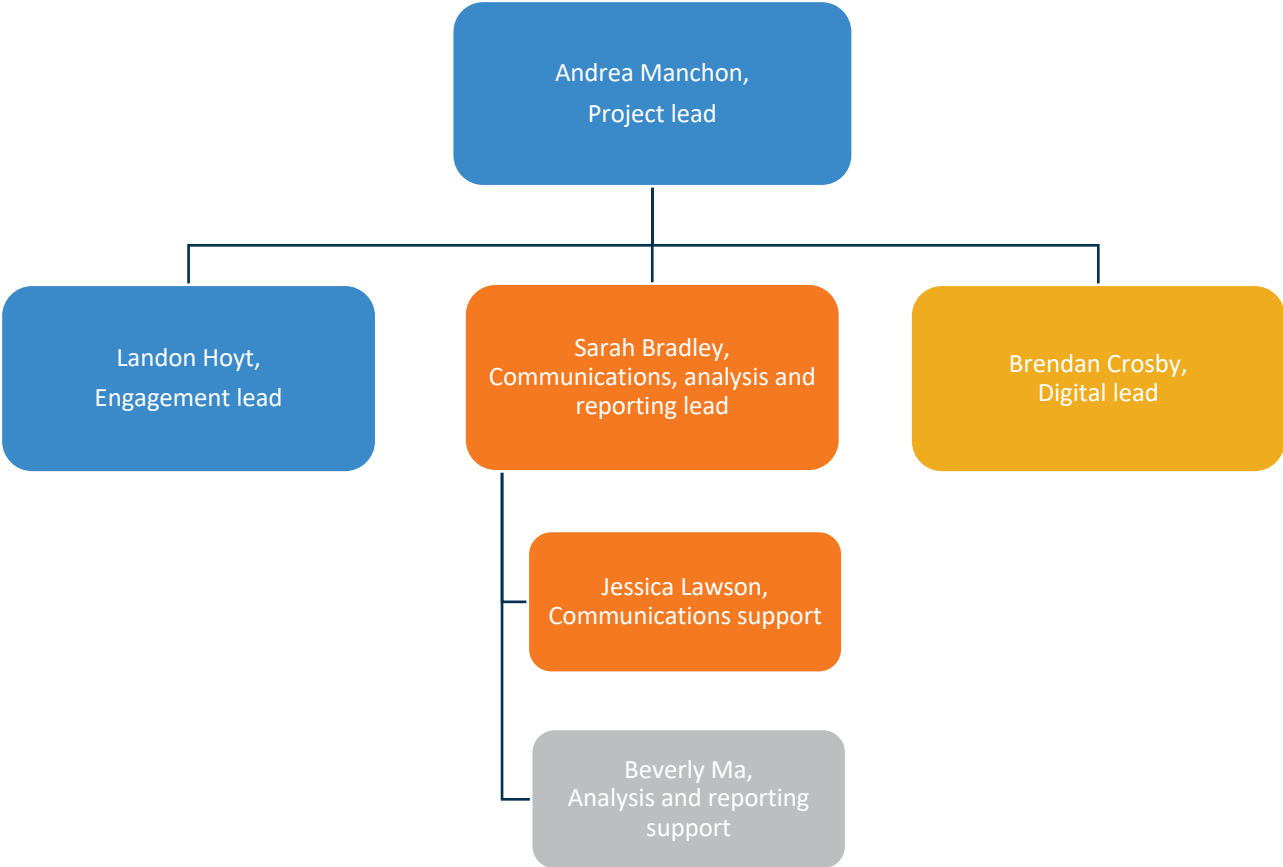
Your client lead **Andrea Manchon** will be closely supported by our engagement lead, **Landon Hoyt**. **Sarah Bradley** will lead communications as well as work with our survey, analysis and reporting team. as well as the rest of the Argyle team throughout the life of the project. As always, our dedicated team is back-stopped by a nearly 125-person full-service agency who can spring to action should planning shift and you need that extra (or unexpected) support.

Leveraging our project and budget management tools, we monitor our team's internal activities regularly to ensure our engagement efforts remains on track and within budget. The timeline and critical path established in the engagement workplan are used as a key communications tool to inform UNA on milestone progress. We work regularly with our clients to review the budget and provide detailed breakdowns of actual work completed to date through invoicing and progress reports.

In the spirit of consensus building and working together, we ensure adequate time for discussion, review, revisions and final approvals of all engagement deliverables.



Your Argyle team



The following table highlights members of our proposed project team with an overview of their years of experience, educational background and relevant project experience. Full resumes of all team members are included in Appendix C.



	KEY PERSONNEL	RECENT PROJECT EXPERIENCE
ANDREA MANCHON	<p>Title: Vice President, Engagement and Communications</p> <p>Proposed role: Project lead</p> <p>Location: Vancouver</p> <p>Years of experience: 16+</p> <p>Professional accreditations and credentials:</p> <ul style="list-style-type: none"> ◆ Diploma of Technology in Broadcast and Media Communications – Journalism, British Columbia Institute of Technology ◆ Bachelor of Arts in English Literature, University of British Columbia <p>Expertise: Communications & Stakeholder Engagement, Media & Public Relations, Strategic & Corporate Communications, Communications Planning, Crisis Communications</p>	<p>Relevant experience:</p> <p>Andrea brings over 16 years of relevant experience in corporate communications, stakeholder engagement, media and public relations in the public, private and not-for-profit sectors. She has led teams of professionals responsible for external communications and engagement specializing in infrastructure projects, policy development, regulation, and complex stakeholder environments. Some of her experience includes:</p> <ul style="list-style-type: none"> ◆ Kitsilano Beach greenway City of Vancouver & Vancouver Park Board ◆ Youth stabilization of care Ministry of Mental Health and Addictions ◆ Trans Mountain Expansion Project, Stakeholder Engagement Manager Trans Mountain ◆ Play It Forward campaign, Stakeholder Engagement Manager British Columbia Lottery Corporation ◆ Game Plan 2010, Community Relations Lead Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games
	ENGAGEMENT TEAM	
LANDON HOYT	<p>Title: Senior Consultant</p> <p>Proposed role: Engagement lead</p> <p>Location: Vancouver</p> <p>Years of Experience: 10+</p> <p>Professional accreditations and credentials:</p> <ul style="list-style-type: none"> ◆ Master of Urban Studies, Simon Fraser University ◆ Bachelor of Urban and Regional Planning, Florida Atlantic University <p>Expertise: Public Engagement, Targeted Stakeholder Engagement, Urban Planning, Social Enterprise Innovation, Project Management.</p>	<p>Relevant experience:</p> <p>Landon has over ten years of experience with seniority in starting and leading business associations, managing and hosting large scale events, and supporting the local economic development sector. He is a dedicated leader in local economic development, public engagement, and urbanist communities. Some of his recent projects include:</p> <ul style="list-style-type: none"> ◆ MAEST Skilled Trades Certification Roundtables Ministry of Advanced Education and Skills Training ◆ Vancouver Park Board Youth stabilization of care Ministry of Mental Health and Addictions ◆ Market Study Assessment and Strategic Planning – extensive engagement with deeply vulnerable populations, Director <i>Binnners' Project</i> ◆ Exchange Inner City, Downtown Eastside local economic development project, Executive Member <i>Binnners' Project</i> ◆ 80+ yearly events & Community Summits, Project Manager <i>SFU Public Square</i> ◆ Experience Hastings Crossing annual event, Executive Director <i>Hastings Crossing BIA</i>



COMMUNICATIONS ANALYSIS AND REPORTING TEAM

SARAH BRADLEY

Title: Senior Consultant

Proposed role: Communications, analysis and reporting lead

Location: Vancouver

Years of experience: 7+

Professional accreditations and credentials:

- ◆ Master of Science in Planning, *University of Toronto*
- ◆ Bachelor of Environment Studies (Honours), *University of Waterloo*

Expertise: Urban Planning, sustainable transportation, strategic communications, digital engagement strategy, targeted stakeholder engagement, community-based research, and small group facilitation

Relevant experience:

Sarah brings 7+ years of experience from the private, public, not-for-profit, and philanthropy sectors and draws from various disciplines to develop tailored engagement strategies based on researching community assets, goals, and dynamics. Recent projects include:

- ◆ Stakeholder and Student Engagement: School Liaison Officer Program Review | Vancouver School Board
- ◆ Green Line Stage 1 LRT Planning: Public Engagement and Reporting | City of Calgary
- ◆ Targeted Stakeholder Engagement, Kensington Market | Impressions Group, Toronto
- ◆ Tenant Engagement Strategy | Blauson Asset Management, Barney River Investments, and others, Toronto
- ◆ Bike Month Campaign | Cycle Toronto, CultureLink, and the City of Toronto

JESSICA LAWSON

Title: Consultant

Proposed role: Communications support

Location: Calgary

Years of experience: 4

Professional accreditations and credentials:

- ◆ Bachelor of Public Relations, Marketing Minor, Mount Saint Vincent University

Expertise: Strategic writing, social and digital content development, marketing and communications, community management, media relations, research and social media analytics.

Relevant experience:

Hailing from Halifax, Nova Scotia, Jess joined Argyle to offer her experience in strategic writing, media monitoring, research, and media relations to propel project forward. Jess focuses on connecting communities through the power of the pen — helping clients deliver the right message, on the right channel, at the right time. Her recent projects include:

- ◆ Communications Writing & Media Relations | *Ryerson University Standing Strong (Mash Koh Wee Kah Pooh Win) Task Force*
- ◆ Indigenous Cannabis Advocacy, Digital Campaign Strategy & Media Relations | *All Nations Cannabis*
- ◆ Executive Profile Building and Social Media Strategy | *Darwin Douglas, Tribal Chief of the Sto:lo Tribal Council*
- ◆ Media Relations and Corporate Philanthropy | *TELUS and the TELUS Friendly Future*
- ◆ Grassroots Media Relations and Influencer Strategy | *Ford of Canada*



Title: Associate Consultant

Proposed role: Analysis and reporting support

Location: Vancouver

Years of experience: 2+

Professional accreditations and credentials:

- ◆ BA (Double Major), First Nations & Indigenous Studies, Geography (Environment & Sustainability)

Expertise: Research & Critical Analysis, Community Based Engagement, Writing & Editing, Event Organizing

Relevant experience:

Beverly has an extensive background in community based engagement, data analysis, and geographic information sciences. She brings 3+ years of formal training in research ethics and methodologies, and seeks to work within an intersectional framework – one which recognizes the complexities and overlapping structures of the world we move in. Recent projects with Argyle include:

- ◆ MAEST Skilled Trades Certification Roundtables | Ministry of Advanced Education and Skills Training
- ◆ Ryerson University Standing Strong (Mash Koh Wee Kah Pooh Win) Task Force | Engagement Program Support | University of Toronto
- ◆ Green Line Stage 1 LRT Planning | Reporting and Data Analysis | *City of Calgary*
- ◆ Winnipeg Transit Master Plan, | Reporting and Data Analysis | City of Winnipeg

CREATIVE AND DIGITAL TEAM

Title: Senior Consultant, Digital Online Specialist

Proposed role: Digital lead

Location: Vancouver

Years of experience: 7+

Professional accreditations and credentials:

- ◆ MA, Communications and Digital Technology, University of Calgary
- ◆ BA, Communications, Simon Fraser University

Expertise: Digital Communications & Marketing, Web Analytics & Data Visualization, Social Media Strategy, Community Management, Digital Content Development

Relevant Experience:

With roots in digital communications, project planning, marketing, and social media management, Brendan brings an eye for analytics and a love of all things digital. Brendan has worked with a wide range of private and public sector organizations including the Vancouver Coastal Health Authority, Parks Canada, and the Insurance Corporation of British Columbia. Other recent projects include:

- ◆ Integrated North Shore Transportation Planning Project, Digital Consultant | TransLink
- ◆ Horseshoe Bay Terminal Redevelopment Phase 4, Digital Designer & Data Analyst | BC Ferries
- ◆ Digital Engagement Feasibility Study, Digital Consultant | Vancouver Fraser Port Authority
- ◆ Winnipeg Master Transit Plan, Digital Designer & Data Analyst | Winnipeg Transit
- ◆ Standing Strong (Mash Koh Wee Kah Pooh Win), Senior Digital Consultant | Ryerson University
- ◆ Indian Day School Class Action, Senior Digital Consultant | Government of Canada
- ◆ 60's Scoop Settlement, Senior Digital Consultant | Government of Canada
- ◆ Moose Lake Together | Digital Project planner & UX Designer | Fort McKay First Nation



Cost

Argyle proposes the total estimated fees as \$18,290.00 (excluding GST) and estimated expenses of \$2,500 for this scope of work. The fees and expense estimates are summarized in the table below. A detailed breakdown of fees is included in Appendix B.

Fees for Resources		
Step	Number of Hours	Cost for this Resource
Step 1: Project kick-off, planning, and management	22	\$4,465
Step 2: Community engagement and program development	26	\$4,510
Step 3: Promotion and communication	7	\$1,305
Step 4: Reporting and analysis	48	\$8,010
Total fees		\$18,290
Expenses		
Survey platform licencing		\$2,500
Total Hard Costs		\$2,500



Appendix A | Corporate Information



About Argyle

About us

For more than 40 years, Argyle has been offering clients expertise and excellence from our full-service team of engagement, reputation and communication advisors.

With more than 120 professionals in nine major North American cities, we use research-based communications, deep public engagement and award-winning creative programs to help clients achieve both business and social impact. Our clients span the private, public and non-profit sectors, including finance, technology, healthcare, agri-food, travel, professional services, infrastructure, government, non-profit and many more.

The Argyle team is driven by our corporate purpose: communicating truth and earning trust – two imperatives for every organization’s success. As a management-owned firm, we’re choosy about both our clients and our people. We dig deeper, bringing our best to every program or project, helping clients stand out, earn trust, make smart decisions and build strong reputations and brands.

The Argyle difference

At a time when trust is fragile, and relationships harder to build, those who aspire to lead need the right advisors. How do you build confidence? You engage. You communicate. You lead. That’s how you earn strong reputations, brands and businesses. It’s how you change attitudes and behaviour. And it’s how you build healthy, sustainable organizations and communities. That’s what the Argyle team can help you achieve.

With Argyle at your side, you will communicate with confidence.



We are leaders in the field, and the Canadian Public Relations Society’s 2021 Agency of the Year.

For more than four decades, Argyle has been chosen by some of the world’s best-known brands, put major ideas onto the public agenda and grown to become one of Canada’s largest and most acclaimed communications and public engagement firms. We are recognized by industry peers and through awards as a leader in the field. As a management-owned firm driven by our craft, we’re known for more creativity, customized service, team stability, senior-level relationships and better value than our multinational competitors.



We offer local know-how supported by a North American team of experts.




Our mix of services and staff across the continent makes us strong, and our local presence makes us mighty. We know each individual market’s context, challenges and issues – as well as how to integrate this at the national and international levels. Our team is in Vancouver, Victoria, Edmonton, Calgary, Winnipeg, Toronto, Ottawa, Chicago and Washington, DC, and our collaborative spirit and focus on connection enable us to put our brains together from afar and provide the best outcomes for our clients – no matter where they are, and no matter where they need to be.



We use research to drive insights, strategy and results.

The Argyle team digs deeper – first, to understand your goals and challenges, and then to design strategic and wholistic approaches to help you manage risks and seize opportunities through



	engagement and communication. We see the big picture and have the expertise and vision to use the right strategy and tactics for each project.
	<p>We communicate for a purpose.</p> <p>We measure impact and outcomes, not views. We help clients develop attention-getting programs that build shared awareness, understanding, interest and behavioural change. Our award-winning creative team brings these insights to life.</p>
	<p>We help clients make smarter decisions and create better outcomes.</p> <p>Our team pairs principles of inclusion and transparency with traditional and modern engagement techniques to foster better conversations and create meaningful public dialogue. We don't shy away from controversial conversations; instead, we know they're even more important. We help our clients earn trust, influence and success through deeper relationships with their publics to the benefit of everyone involved.</p>
	<p>We widen the conversation to those who are often left out.</p> <p>One size does not fit all – and we believe the onus is on our team to help you reach wider audiences. We have tried-and-tested methodologies for engaging Indigenous communities and harder-to-reach communities, including multicultural communities, lower-income communities, youth and seniors.</p>

Our values

Argyle aims to work with values-aligned clients — both helping them tell their stories and engaging their audiences authentically and effectively for mutual benefit.

- We believe that communication is both a business imperative and a social good - something that builds trust, one relationship at a time.
- We work with clients we respect - and clients who respect us. Each of us is a consultant first - from our interns to our CEO.
- We set high standards, win lots of awards and get measurable results.
- We go beyond what worked yesterday. We believe in shared adventure, shared achievement and shared value for our clients, our business and society.
- We aim to listen, lead and learn, and value creativity and excellence in all our work.
- While we take our work seriously, we don't take ourselves too seriously. We love what we do and have fun doing it. And it shows.

Our services

Corporate Advisory and Communication

Argyle helps build and steward the public and stakeholder relationships that drive a critical business asset: reputation. We're particularly well-known for turning challenges into opportunities to earn public, stakeholder and investor confidence. Argyle also aligns clients with the public interest through advocacy, public affairs, and environmental, social and governance (ESG) communications. And Argyle knows communications is not at its most effective in a silo. Our team



of former lawyers, journalists and PR specialists regularly develop strategies that help achieve your broader corporate objectives. The end result is dynamic storytelling, protected market position, and brand resilience to future risk.

Crisis and reputation risk

In today's era of heightened stakeholder expectations, reputation risk is pervasive, and the impact on an organization's bottom line can be severe. Organizations must be prepared to proactively defend their reputation in the court of public opinion so they can, in turn, protect the trust of their stakeholders. A thoughtful and strategic communications program that complements the company's overarching operational and legal strategy helps mitigate potential reputation risk and protect an organization's brand for the long-term.

Brand, creative and digital marketing

Argyle's skill at brand counsel, creative strategy, content creation and digital marketing influences how people perceive and interact brands, products, people and ideas. Argyle's award-winning creative services include branding, video and animation production, photography, copywriting and editing, graphic design, and both traditional and digital advertising.

Public engagement

A leader in the field, Argyle designs and delivers large-scale engagement on society's most challenging issues. We're trusted by both clients and communities. By combining innovative ideas with research-tested methodologies, Argyle equips people with the information they need for important choices – setting up our clients and their projects for success.

Social change

Argyle understands that public health and safety are complex. We use exchange theory to motivate people to change behaviours and adopt new ones. Argyle uses research to understand motivators and barriers, create baselines for evaluation, and improve continuously – in both large urban centres and remote communities.

Retail trade marketing

Argyle has a unique specialty in matching buyers and sellers of products – from managing complex international trade missions to helping clients' products earn prominent retail placement and sales. This work flows from our skill in helping every client stand out in their market – and Argyle's experience in building the relationships that drive every client's business success.

Research, measurement & evaluation

All Argyle services – from public engagement to communication strategy to content creation – are rooted in research, measurement and evaluation. We work to understand every client's goal, the needs of the target public, and what we can learn from history. This helps us find the right strategy; to test ideas before we ask you to invest in them, and to help you know we're succeeding together.

About our practice areas

Communications strategy

Our communications services span every step of your needs. Guided by research and strategy development, our team can take clients through communications projects from start to finish. Once we have a plan in place, we also help clients with execution, amplification and evaluation. Our end-to-end services include:

- Advocacy and public interest communications
- Issues and crisis management
- Digital communications
- Social marketing



- Reputation management
- Strategy development
- Media planning and advertising
- Brand transformation and advisory
- Message and narrative development
- Traditional media relations
- Campaign evaluation
- Internal communications
- Thought leadership
- Multicultural communications

Public engagement

At the root of our work is the belief that public-driven decisions and input set organizations up for success. The individuals who comprise communities – of all ages, genders and cultures – play an integral role in helping to create positive change. We connect, engage, plan and implement creative solutions and methodologies to help our clients understand the public and bring conversations and issues to the table for discussion. We have experience in a full range of community engagement services, which include, but are not limited to:

- Project management
- Event logistics and management
- Promotions
- Engagement strategy design and execution
- Marginalized community engagement
- Community-based engagement (pop-ups)
- Indigenous engagement
- Cultural community engagement
- Stakeholder and government engagement
- Engagement collateral development
- Online engagement
- Facilitation
- Data analysis and data integrity
- Reporting

Brand management

Our brand counsel and design services take branding, communications and PR into account to influence how your public perceives and interacts with your brand, your culture and your ideas. We believe distinctive visual identities are just one aspect of great brands. A brand identity alone won't earn trust, develop relationships or deliver business results.

This is why we go broader - and deeper - helping our clients' brands achieve their full potential and engage their audiences and influencers. We create visual identities and systems alongside strategies for sustained communication and engagement that connect with your audiences.

Creative strategy

It is loud out there, and creative is everything when it comes to creating a brand that stands out. We cut through the clutter to produce unique, original and tested creative that is on-target, on-brand and on-message. Our internationally award-winning creative team works across marketing and strategic communications projects to deliver products that achieve results.

We offer a full suite of creative services, including branding (specializing in developing project-specific branding that works within existing brand standards), video and animation production, photography, graphic design, traditional and



digital advertising. We also offer start-to-finish writing services, including copywriting, editing and design. Using existing materials, or starting from scratch, we develop eye-catching materials that invite conversations.

Digital strategy

Driven by strategy and powered by technology, Argyle's digital expertise includes consumer and brand marketing, cross-platform strategy development and digital-first creative solutions – all driven by research-tested insights into what your audiences think, feel, want, need and believe.

Our end-to-end services include strategy, website design and development, social and digital advertising, content marketing, CRM, Influencer marketing, social media listening, analytics and measurement, and more.

Health and wellness

Argyle's expertise and services touch every dimension of health care – from pharmaceuticals to public health to self-care and consumer health and we engage with the spectrum of professionals within – from patients, health care workers, industry, government and organizations. We work in advocacy, communications, thought leadership, change management, engagement and health promotion, and more. In every strategy, we deliver solutions rooted in research, ethics, transparency and trust.

Agribusiness and international trade

Our guiding principle for this specialized work is about building trade, consumer and influencer confidence with a strong focus on international agricultural products, associations, institutions and companies. We have unique and specialized expertise in this area, from our deep connections with stakeholders across the agri-food sector in Canada to our in-depth knowledge of Canada's regulatory requirements, and in sectors including agricultural commodities, processed food, beverage alcohol, produce, landscape horticulture and seafood.

Our work ranges from trade shows, trade missions, engagement with industry and government, customized market orientation services, trade advisory services, strategic and business continuity planning, retail promotions and social responsibility reporting.

Social marketing and behavioural change

We have extensive experience executing and evaluating behavioural change programs. Our approach and tactics are customized for each project, but generally have three phases:

- Plan: we gather data through literature reviews, environmental scans, surveys, stakeholder interviews and community consultations. This lays the foundation of the project's strategic direction, which is confirmed and validated with the client.
- Implement: we create resources (websites, training modules, social media, radio scripts, videos) that deliver the messages that respond to the needs of the target population. For difficult-to-reach communities, we meet people where they are to build relationships, create sustainability and assess the relevance of our messages and resources.
- Evaluate: we constantly reflect on the effectiveness and impact of our projects. This is planned from the start of every project and monitored throughout to allow adjustments based on feedback from the client and target populations.



Research services

We know that a strategy is only as good as its research and insights. We approach our projects with a strong baseline understanding of the external and internal issues and opportunities before delving into recommendations. Our research services include, but are not limited to:

- Internal and external communications auditing
- Media monitoring and social listening
- Traditional and social media scanning
- Public opinion polling
- Market research and focus testing
- Issues scanning and mitigation strategy development
- Environmental scanning



Appendix B | Detailed cost estimate



UNA - Resident Survey - Engagement and Reporting		VP	Senior Consultant	Consultant	Associate Consultant	Creative	Total hours	Cost	
	Rate	\$ 255.00	\$ 190.00	\$ 160.00	\$ 135.00	\$ 150.00			
Step 1: Project kick-off, planning & management									
	Kick off meeting with UNA project team/committee + prep	2	2				4		
	Project management (1 hour/week x5 weeks)	3	5				8		
	Develop workplan and engagement strategy + revisions	1	2				3		
	Background material review	1	2	2	2		7		
	Total for Step 1	\$ 1,785.00	\$ 2,090.00	\$ 320.00	\$ 270.00	\$ -	22	\$ 4,465.00	
Step 2: Community engagement program development									
	Develop survey questions	2	8	4			14		
	Build out survey on platform + review and testing		4		8		12		
	Total for Step 2	\$ 510.00	\$ 2,280.00	\$ 640.00	\$ 1,080.00	\$ -	26	\$ 4,510.00	
Step 3: Promotion and communication									
	Develop external communications, strategy, key messages and FAQ	1	3	3			7		
	Total for Step 3	\$ 255.00	\$ 570.00	\$ 480.00	\$ -	\$ -	7	\$ 1,305.00	
Step 4: Reporting and analysis									
	Collect, analyze and code public engagement findings (assuming up to 1,500 open-ended comments)	2	2	10	10		24		
	Debrief results, and draft and finalize engagement summary report	2	8	10	4		24		
	Total for Step 4	\$ 1,020.00	\$ 1,900.00	\$ 3,200.00	\$ 1,890.00	\$ -	48	\$ 8,010.00	
	Total hours	14	36	29	24	0	103		
	Total amount	\$ 3,570.00	\$ 6,840.00	\$ 4,640.00	\$ 3,240.00	\$ -		\$ 18,290.00	
	Expenses								
	Survey licensing fee							\$2,500	
	Total						Total (without GST):	\$ 20,790.00	

Appendix C | Team resumes





Andrea Manchon

Vice President,
Engagement and Communications

T: 604.488.4301

E: amanchon@argylepr.com

AREAS OF EXPERTISE

- + Stakeholder engagement planning and implementation
- + Community Relations
- + Risk and issues management
- + Strategic and Corporate Communications
- + Media and Public Relations

ABOUT

Andrea brings over 16 years of relevant experience in corporate communications, stakeholder engagement, media and public relations in the public, private and not-for-profit sectors. She has led teams of professionals responsible for external communications and engagement specializing in infrastructure projects, policy development, regulation, and complex stakeholder environments.

Andrea held key roles in public and stakeholder engagement on high-profile projects such as the Trans Mountain Project, casino developments for the BC Lottery Corporation, and the Vancouver 2010 Olympic and Paralympic Winter Games. She also served as a CBC reporter in the early 2000s, giving her a complete perspective on communications in the public environment.

PROFESSIONAL EXPERIENCE

- 2021–Present** Vice President, Engagement and Communications
Argyle
Vancouver, BC
- 2015–2021** Manager, Stakeholder Engagement
Trans Mountain Expansion Project
Vancouver, BC
- 2011–2015** Manager, Stakeholder Engagement
Manager, Communications
Senior Communications Officer
BCLC (British Columbia Lottery Corporation)
Vancouver, BC
- 2008–2010** Community Relations Lead
Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games VANOC
Vancouver, BC
- 2004–2007** Account Manager
Contemporary Communications Ltd.
Vancouver, BC

EDUCATION

- 2021** Foundations in Public Participation
IAP2 (in progress)
- 2004** Diploma of Technology in Broadcast and Media Communications - Journalism
British Columbia Institute of Technology
- 2001** Bachelor of Arts in English Literature
University of British Columbia

PROJECT EXPERIENCE

- + Trans Mountain Expansion Project, Stakeholder Engagement Manager | *Trans Mountain Corporation*
- + *Play it Forward* campaign, Stakeholder Engagement Manager | *British Columbia Lottery Corporation*
- + BCLC Public Affairs, Stakeholder Engagement Manager | *British Columbia Lottery Corporation*
- + Executive and Internal Communications, Communications Manager | *British Columbia Lottery Corporation*
- + *2010 Olympic and Paralympic Transportation Plan*, Community Relations Lead | VANOC
- + *Game Plan 2010*, Community Relations Lead | VANOC
- + *2010 Olympic Torch Relay*, Media Relations Lead for Atlantic Canada | VANOC
- + Communications and Media Relations Strategies, Account Manager | *Several clients in the public private and non-profit sectors*

AWARDS

- + *2010 Olympic and Paralympic Winter Games Transportation Plan*, Gold Quill Award of Merit in Communication Management | International Association of Business Communicators
- + *Abreast in a Boat: Ten Years Abreast Celebration*, Blue Wave Award of Excellence in Media Relations | International Association of Business Communicators, BC Chapter



Landon Hoyt

Senior Consultant

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E: lhoyt@argylepr.com

AREAS OF EXPERTISE

- + Public Engagement
- + Targeted Stakeholder Engagement
- + Urban Planning
- + Social Enterprise Innovation
- + Project Management

ABOUT

Landon has over ten years of experience with seniority in starting and leading business associations, managing and hosting large scale events, and supporting the local economic development sector. He is a dedicated leader in community benefit agreements, public engagement, and urbanist communities.

He has built and led multi-disciplined teams and has been a valuable logical thinker whenever he manages projects and people. He strives to serve local communities in ways that build their capacity to become more engaged citizens. Landon is a frequent speaker/moderator/guest at events. Well versed in English with conversational ability in French.

PROFESSIONAL EXPERIENCE

- 2021-Present** Senior Consultant
Argyle
Vancouver, BC
- 2019-2021** Director
Binnars' Project - MakeWay Charitable Society
Vancouver, BC
- 2018-2019** Program Manager
SFU Public Square
Vancouver, BC
- 2015-2017** Executive Director
Hastings Crossing Business Improvement Association
Vancouver, BC
- 2011-2015** Community Engagement Coordinator
SFU Sustainability Office
Burnaby, BC

EDUCATION

- 2014** Master of Urban Studies
Simon Fraser University
- 2010** Bachelor of Urban and Regional Planning
Florida Atlantic University

Additional Training:

- + San'yas Indigenous Cultural Safety Training (*PHSA*)
- + Certified professional facilitation training
- + Training in urban governance, local economic development, historic preservation, non-profit management, and fundraising

PROFESSIONAL MEMBERSHIP

- + Member | *International Association of Public Participation*

PROJECT EXPERIENCE

- + Kitsilano Beach Park Access and Seaside Greenway improvement Engagement | *City of Vancouver and Parks Board*
- + National Accessibility Week Webinar | *Government of Canada - Accessibility Canada Directorate*
- + Engagement for Targeted Review of Official Community Plan, Project Lead | *District of North Vancouver*
- + Cross-Canada Long-Term Water and Wastewater Strategy sessions, Facilitator | *Assembly of First Nations*
- + Market Study Assessment and Strategic Planning – extensive engagement with deeply vulnerable populations, Director | *Binnars' Project*
- + Exchange Inner City, Downtown Eastside local economic development project, Executive Member | *Binnars' Project*
- + 80+ yearly events & Community Summits, Project Manager | *SFU Public Square*
- + Joint letter to BC's Premier re overdose crisis solutions, Coordinator | *Vancouver BIA Partnership*
- + Northeast False Creek Development, Stewardship Group | *City of Vancouver*
- + "Conflicting Priorities on the Granville Street Mall", Graduate thesis research | *SFU Urban Studies*
- + Establishment of Main Street Programs in Springfield and Eugene, Oregon, Coordinator | *NEDCO (Neighborhood Economic Development Corporation)*

AWARDS

- 2017** International Downtown Association Award for Experience Hastings Crossing
- 2012** SFU Urban Studies Graduate Fellowship recipient
- 2011** Segal AmeriCorps Education Award



Sarah Bradley

Senior Consultant

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E: sbradley@argylepr.com

AREAS OF EXPERTISE

- + Urban Planning
- + Strategic Communications
- + Digital Engagement Strategy
- + Targeted Stakeholder Engagement
- + Small Group Facilitation

ABOUT

Sarah is a communications and engagement professional with expertise in tailored consultation for diverse urban communities. Sarah brings nine years of experience from the private, public, not-for-profit, and philanthropy sectors and strives to create engagement strategies based on community assets, goals, and dynamics.

With a master's degree in Urban Planning and studies in French Language and Literature, Translation, Creative Writing, and Yoga Philosophy, Sarah takes an interdisciplinary approach to her work. She currently draws inspiration from spending time cycling, hiking, and paddling in the beautiful lands and waters of Vancouver – the unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and Seɬilwítulh (Tsleil-Waututh) Nations.

PROFESSIONAL EXPERIENCE

- 2020–Present** Senior Consultant
Argyle
Vancouver, BC
- 2019–2020** Community Engagement Project Manager
Bousfields Inc.
Toronto, ON
- 2017–2019** Communications Manager
Cycle Toronto
Toronto, ON

EDUCATION

- 2014** Master of Science in Planning
University of Toronto
- 2011** Bachelor of Environment Studies (Honours)
University of Waterloo

PROJECT EXPERIENCE

- + Stakeholder and Student Engagement: School Liaison Officer Program Review | *Vancouver School Board*
- + School Resource Officer Program Evaluation | *Calgary Police Service*
- + Bike Lanes Education and Awareness Campaign | *City of Victoria*
- + Kitsilano Beach Park Access and Seaside Greenway improvements Engagement | *City of Vancouver and Parks Board*
- + Growth Funding Tools Engagement | *City of Toronto*
- + National Forum on Anti-Asian Racism Report | *University of British Columbia*
- + Ryerson Standing Strong Task Force Engagement | *Ryerson / X University, Toronto*
- + Green Line Stage 1 LRT Planning Engagement | *City of Calgary*
- + Bike Month Campaign (2019–2021) | *Cycle Toronto, CultureLink, City of Toronto*
- + #EndBikeTheft Campaign | *Cycle Toronto, Project 529*



Jessica Lawson

Consultant

T: 902-317-2916

E: jlawson@argylepr.com

AREAS OF EXPERTISE

- + Strategic Communications Writing
- + Media Relations
- + Content Development
- + Social & Digital Strategy
- + Media Monitoring & Social Media Analytics

ABOUT

Hailing from Halifax, Nova Scotia, Jess joined Argyle on the Public Engagement Team, to offer her experience in strategic writing, media monitoring, research, and media relations to propel project forward. Jess focuses on connecting communities through the power of the pen — helping clients deliver the right message, on the right channel, at the right time.

Before arriving at Argyle, Jess spent her time at NATIONAL Public Relations working with a diverse range of clients advancing their core narrative through creative ideation and strategic writing.

PROFESSIONAL EXPERIENCE

2020–Present Consultant
Argyle
Calgary, AB

2018–2020 Coordinator & Junior Copywriter
NATIONAL Public Relations
Halifax, NS

2018 Marketing & Communications Assistant
Halifax Partnership
Halifax, NS

EDUCATION

2018 Bachelor of Public Relations,
Mount Saint Vincent University

Additional Coursework: Google Analytics for Beginners,
Sprout Social Certification

PROJECT EXPERIENCE

- + Communications Writing & Media Relations | *Ryerson University Standing Strong (Mash Koh Wee Kah Pooh Win) Task Force*
- + Indigenous Cannabis Advocacy, Digital Campaign Strategy & Media Relations | *All Nations Cannabis*
- + Executive Profile Building and Social Media Strategy | *Darwin Douglas, Tribal Chief of the Sto:lo Tribal Council*
- + Communications & Public Health Advocacy | *Trojan Canada*
- + Media Relations and Corporate Philanthropy | *TELUS and the TELUS Friendly Future*
- + Grassroots Media Relations and Influencer Strategy | *Ford of Canada*



Beverly Ma

Associate Consultant

T: 778 994 7607

E: bma@argylepr.com

AREAS OF EXPERTISE

- + Research & Critical Analysis
- + Community based engagement
- + Writing & Editing
- + Event organizing and facilitation

ABOUT

Beverly is an engagement professional with expertise in community-based engagement, data analysis, and geographic information sciences. She brings 3+ years of formal training in research ethics and methodologies, and seeks to work within an intersectional framework – one which recognizes the complexities and overlapping structures of the world we move in.

PROFESSIONAL EXPERIENCE

- 2020 – Present** Associate Consultant
Argyle
Vancouver, BC
- 2019 – 2020** Data Analyst
Context – An Argyle Company
Vancouver, BC
- 2018 – 2019** Student Project Assistant
Institute for Critical Indigenous Studies
University of British Columbia, Vancouver
- 2017 – 2018** Special Projects Assistant
Asian Canadian Asian Migration Program
University of British Columbia, Vancouver

EDUCATION

- 2020** Bachelor of Arts, Double Major
First Nations & Indigenous Studies
Geography (Environment & Sustainability)
University of British Columbia

Additional Coursework: IAP2 Foundations in Public Engagement, École D'Immersion Française de Trois-Pistoles/
French Immersion School, *Western University*

PROJECT EXPERIENCE

- + Lethbridge Transportation Master Plan | Public and Stakeholder Engagement Program | *City of Lethbridge*
- + Updated Growth Funding Tool Framework | Public and Stakeholder Engagement Program | *City of Toronto*

- + Baturyn Neighbourhood Renewal | Reporting and Data Analysis | *City of Edmonton*
- + Indigenous Placemaking Strategy and Public Realm Audit | Public and Urban Indigenous Engagement and Communications program | *City of Lethbridge*
- + AFN Long Term Water Strategy | Engagement Program Support | *Assembly of First Nations*
- + MAEST Skilled Trades Certification Roundtables | Data Analysis & Engagement Program Support | *Ministry of Advanced Education and Skills Training*
- + Scenario Planning | Data Analysis | *City of Vancouver*
- + Green Line Stage 1 LRT Planning | Reporting and Data Analysis | *City of Calgary*
- + School Resource Officer Program Review | Data Analysis & Facilitator | *Calgary Police Service*
- + Ryerson University Standing Strong (Mash Koh Wee Kah Pooh Win) Task Force | Data Analysis & Engagement Program Support | *University of Toronto*
- + School Liaison Officer Program Review | Communications, Reporting and Data Analysis | *Vancouver School Board*
- + ACSA Member and Stakeholder Engagement | Reporting and Data Analysis | *Alberta Construction Safety Association*
- + Bowness Flood Mitigation | Communications | *Bowness*



Brendan Crosby

Senior Consultant

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AREAS OF EXPERTISE

- + Digital Strategy & Performance Optimization
- + Digital & Social Media Marketing
- + Digital Project Management
- + Web Analytics
- + Content Strategy
- + Copywriting & Digital Asset Production

ABOUT

With roots in digital communications, project planning, marketing, and social media management, Brendan brings an eye for analytics and a love of all things digital to his role as a consultant for Context Research. As a communications strategist and digital marketing professional, Brendan has worked with a wide range of private and public sector organizations including the City of North Vancouver, the Vancouver Port Authority, the City of Winnipeg, and BC Ferries.

His primary expertise lies in performance optimization, web project management, digital and search marketing, digital strategy, and digital analytics. Brendan holds a BA of Communications from Simon Fraser University and an MA of Communication and Technology Studies from the University of Calgary, where he was also a guest lecturer for the Communication and Culture program.

PROFESSIONAL EXPERIENCE

2020 – Present Senior Consultant

Argyle

Vancouver, BC

2018–2020

Consultant

Argyle

Vancouver, BC

2014–2018

Senior Communications Specialist

ICBC

North Vancouver, BC

2013–2014

Communications Coordinator

Gibson Group Management Inc.

Vancouver, BC

2009–2010

Communications Officer

Parks Canada

Vancouver, BC

EDUCATION

2013

Master of Arts, Communication & Technology

University of Calgary

2010

Bachelor of Arts, Communications

Simon Fraser University

PROFESSIONAL MEMBERSHIP

- + International Association of Business Communicators (IABC), BC Chapter

PROJECT EXPERIENCE

- + Integrated North Shore Transportation Planning Project, Digital Consultant | *TransLink*
- + Horseshoe Bay Terminal Redevelopment Phase 4, Digital Designer & Data Analyst | *BC Ferries*
- + Digital Engagement Feasibility Study, Digital Consultant | *Vancouver Fraser Port Authority*
- + Winnipeg Master Transit Plan, Digital Designer & Data Analyst | *Winnipeg Transit*
- + Standing Strong (Mash Koh Wee Kah Pooh Win), Senior Digital Consultant | *Ryerson University*
- + Indian Day School Class Action, Senior Digital Consultant | *Government of Canada*
- + 60's Scoop Settlement, Senior Digital Consultant | *Government of Canada*
- + Moose Lake Together, Digital Project planner & UX Designer | *Fort McKay First Nation*
- + No More Excuses, Digital Marketing Specialist | *Ontario Association of Optometrists*
- + 2026 Olympic & Paralympic Bid, Digital Consultant & Marketing Specialist | *City of Calgary*
- + QuitNow, Digital Consultant & Marketing Specialist | *BC Lung Association*
- + Let's Be Aware/Ujjiqsuqta Responsible Use of Alcohol Campaign, Digital Project Planner & Marketing Specialist | *Government of Nunavut*



DEL△NEY
the engagement people

Engaging the University Neighbourhoods Association (UNA) Community

Engagement Survey Estimate

January 21, 2022

Introduction

This plan outlines the overall approach for survey engagement that will support the University Neighbourhoods Association (UNA) in understanding residents' attitudes, behaviours, and demographics in relation to their use and experience of the UNA community.

Included in this document are:

- Project Background
- Communications Goals
- Communications and Engagement Objectives
- Approach
- Price Quote

Project Background

The UNA oversees the major residential neighbourhoods that surround *the University of British Columbia* campus (UBC) by regulating matters of public concern and advocating for the best interests of its residents. Supporting this diverse community as it continues to grow and evolve includes fostering the spirit of community through connection and service delivery. In October 2021, the *UNA Community Engagement Advisory Committee (the committee)*, identified the need to understand residents' hopes and aspirations related to their experience as a member of the UNA community. It was agreed to seek this feedback from the community through an online survey, in early 2022.

Communications Goal

The overarching communications goal is to share information with community members in UNA, so they are motivated to participate in the online survey about the use and experience of the UBC/UNA community. The planned outcome is that residents in the community complete the survey by providing informed feedback.

Communications and Engagement Objectives

Delaney applies the International Association for Public Participation (IAP2) planning protocol and spectrum to its engagement plans. Please see Appendix A for the IAP2 spectrum. Based on our understanding of the project, the following are the communications and engagement objectives that will guide our approach.

At the INFORM level on the spectrum:

- To share information about the engagement process so that UNA community members and interested and affected parties know how to participate and where to they can go to learn more.
- To share information about how input collected in the survey will be used in planning future engagement and communication initiatives.

At the CONSULT level on the spectrum:

- To understand residents' attitudes, behaviours, and demographics in relation to their use and experience of the UBC/UNA community,
- To identify communication and engagement preferences for residents of the UNA (I.e., language choice),
- To understand how the community and interested and affected parties prefer to be engaged and communicated to.

Approach

Delaney believes that we need to reach people where they are at, and so applies a multi-faceted approach to communications.

Promotional and informational materials will touch on:

- The UNA – what is it, why it exists, how it supports residents (as deemed necessary)
- How residents can take part in the survey
- How input will be used
- Next steps

Our approach will include:

Community Website

The community website will host project information, survey link, contact information and engagement and communication materials.

Email Communication

UNA communications will be leveraged, with existing email distribution lists to its approximately 7,000 contacts, and approved addresses.

Social Media Campaign

Promoting across the UNA and social media platforms (Facebook, Twitter, Instagram), we will share information on the engagement process and links to the online survey.

Post Card Mail Drop

These materials will be post card-sized and will be sent to approximately 1,2000 addresses at selected postal codes. They will share information about the engagement process and will encourage residents to take part in the online survey.

Traditional Advertising

Traditional advertising methods will be explored and leveraged, including the Campus Resident Newspaper.

Facility Signage

Engaging posters will be created and posted in community centres and public library and facility locations to encourage participation and to provide the website and survey link.

Delaney's role in they survey promotion will be limited to the creation of content (i.e., copy), except for printing and distributing of post cards, should UNA wish for us to do so. UNA will be responsible for distribution of content, such as social media posts, printing and dissemination of posters, website posts, etc.

Broad Based Community Survey

An online survey will be developed by Delaney in close collaboration with the UNA and hosted on our Survey Monkey online survey platform. This survey will be accessible in English and in up to two other languages (such as Farsi (Persian) and Chinese.) The survey link will be shared with the public via an open link that will be accessible to anyone who wanted to participate.

Below is a detailed overview of the project activities, along with a proposed timeline.

PHASE 1: Planning

Activity		Description	Responsible	Initial Date DD- MM	Completion Date DD- MM	Delaney Deliverable
1.	Kick Off Meeting	Project team meeting, background information provided	UNA + Delaney	07 - 02	18-02	
2.	Communications Brief	Identify engagement objectives, approach, and process details	Delaney	07-02	18-02	Communications brief
3.	Survey Design	Survey content will be drafted and finalized including background information, purpose of survey, survey questions	UNA + Delaney	07-02	18-02	Survey questionnaire
4.	Survey Translation, Programming and Testing	Finalized English survey will be translated into two other languages, survey will be programmed and tested to be ready for launch	Delaney	18-02	28-02	Translated surveys, surveys on survey platform
5.	Promotional Content Creation	Promotional content will be drafted, reviewed, edited, and designed	Delaney	07-02	18-02	Content for: <ul style="list-style-type: none"> • Website • Social media posts • Postcard • Posters • Community newsletter • Traditional Advertising

PHASE 2: Implementation

6.	Content to Communications Channels	Distribute content to communications channels in preparation for launch, including sending content to Canada Post for mailing	UNA	21-02	25-02	
7.	Survey Launch + Data Collection	Survey launches along with social media and advertising campaign.	Delaney + UNA	28 -02	28-03	Survey is open to the public for four weeks

		Regular posts for active engagement period.				
8.	Survey Analysis + Reporting	All analysis of survey data, drafting of survey findings report (PPT)	Delaney	28-03	11-04	
9.	Presentation of Findings	What we heard summary report including communications data (number of posts, timelines, etc.) to be shared with engagement team.	Delaney	12-04	12-04	What we heard summary report

Price Quote

Task / Deliverable - Survey	Hours
Kick-off meeting, background reading, review of objectives	6
Questionnaire design (English)	10
Programming survey onto online survey platform (English)	6
Coordinating translation* and survey programming of two other languages	6
Data analysis	6
Deliver draft and final report (PowerPoint report. Assumes no open-ended questions)	18
Presentation of findings	2
Ongoing project management, project updates, meetings, calls, etc.	8
Total Estimated Hours	62
Cost / Hour	\$175.00
Total Estimate	\$10,850.00
HST	\$542.50
Total	\$11,392.50
<i>*Translation will be billed separately at cost, at approx. \$0.35 per word per language</i>	

Task / Deliverable - Communications	Hours
Kick-off meeting, background reading, review of objectives	6
Communication brief	5
Content creation - survey invite, postcards, social media messages, etc	8
Design of promotional materials	8
Ongoing project management, project updates, meetings, calls, etc.	6
Total Estimated Hours	33
Cost / Hour	\$175.00
Total Estimate	\$5,775.00
HST	\$288.75
Total	\$6,063.75
Additional Costs: Printing + mailing (1,200 post cards) Estimate - to be billed at cost	\$1,000.00
Grand Total	\$18,456.25