

An aerial photograph of a city skyline, likely Chicago, with a dense cluster of skyscrapers in the background. In the foreground, a large, modern event center complex is visible, featuring a large, curved, multi-level structure with a prominent white roof. The complex is situated near a river and a highway interchange. The entire image is overlaid with a semi-transparent blue filter.

EVENT CENTRE ENGAGEMENT APPROACH AND METHODOLGY

Attachment 1
ISC: UNRESTRICTED
ECA2019-1093



Overview:

- CMLC public engagement approach
- CMLC Role in Event Centre Engagement
- Event Centre Engagement Objectives

Approach and Methodology:

- Phases of engagement
- Stakeholder identification and mapping
- Key Engagement Focus Areas
- Marketing & Communications
- Timeline for engagement
- Next Steps

CMLC Public Engagement Precedents

Engagement programs developed to understand, solicit feedback and collaborate with citizen stakeholders to bring forward **common themes, project priorities** and **experiences** that will inform the successful design and delivery of the project.

Engagement hasn't been to ask opinions of architectural renderings or design but the collective experience and expectations that the space/building/district could achieve.

- St. Patrick's Island Master Plan 2010
- Rivers District Master Plan 2017
- New Central Library (City of Calgary) 2012/13



Event Centre: CMLC Responsibility

Developing a framework for success:

- Planning and execution of public engagement program that utilizes public response and feedback to guide the successful project delivery on behalf of project partners;
- Leverage public feedback to inform the future detailed design development and integration of the facility into the district;
- Develop a framework that will guide programming opportunities around the facility for sustainable public participation and activation and help shape delivery of ongoing placemaking programs;
- Review and analysis of engagement findings and reporting to project partners and *'what we heard'* reporting.



Event Centre: Engagement Objectives

Defining successful engagement:

- Create a neutral project environment with a transparent approach to help ensure that all stakeholders, including partner stakeholders and organizations, receive the best recommendations and advice possible;
- Create several methods of input and collaboration with stakeholders from all interested groups (tourism, arts and cultural sector, City of Calgary, community residents, CSEC and Calgary Stampede, other), so there is ample opportunity to contribute wide-ranging and diverse opinions to the project;
- Engage the broader public through in-person and online engagement opportunities to ensure opportunity for citizens across the city to participate in the consultation process;
- Define the product development needs of the future Event Centre in terms of architectural principles, public amenities, programming, retail and other commercial space.



Event Centre: Engagement Objectives

Alignment with City of Calgary Engage Principles and Policy:

Purposeful dialogue between The City and stakeholders to gather information to influence decision making (Engage policy)

- **Accountability** – The City upholds the commitments it makes to citizens and stakeholders and demonstrates that results and outcomes of the engagement processes are consistent with the approved plans for engagement.
- **Inclusiveness** – The City makes its best efforts to reach, involve and hear from those who are impacted directly or indirectly.
- **Transparency** – The City provides clear, timely and complete information, and endeavours to ensure decision processes, procedures, and constraints are understood and followed.
- **Commitment** – The City, within its ability and work plans, allocates sufficient resources for effective engagement.
- **Responsiveness** – The City of Calgary endeavours to understand citizen and stakeholder concerns.



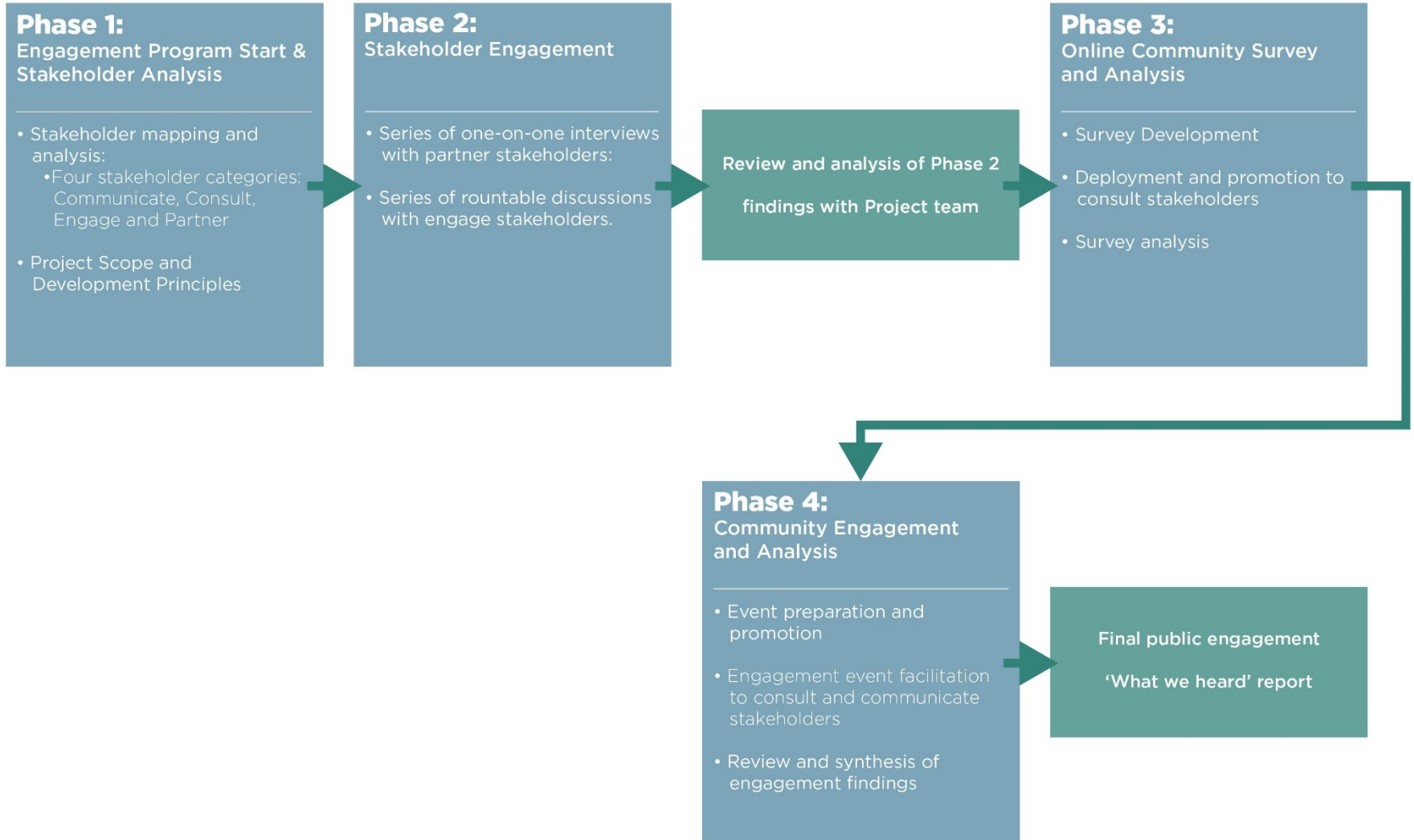
Event Centre Engagement Approach & Methodology



Event Centre: Approach & Methodology

- The engagement program goal is to form a shared and “living” vision for the project that will guide future development of the Event Centre.
- To reach this goal, the engagement team will cast a wide net, which includes residents, youth, business interests, development community members, key stakeholder and partners, and the broader public in the process.
- Knowledge and insights gathered through this process guide the planning efforts to develop ideas and strategies to address project issues and opportunities.
- Building upon the foundation of engagement completed with the Rivers District Master Plan, this scope of work takes a deeper dive into the opportunities attached to the Event Centre.

Event Centre: Approach & Methodology



Event Centre: Approach & Methodology

Phase 1: Stakeholder Analysis

- The first phase in the process is the identification and mapping of stakeholders who will form an important component to the overall strategy
- Discussion and definition of key project details to inform communications with the community
- Detailed project planning to coordinate subsequent phases and stakeholder analysis, planning and engagement.



Event Centre: Approach & Methodology

Communicate

This level of stakeholder is the broadest and considers those individuals who should be informed and communicated with throughout the process but are not required or choose not to participate in it.

Consult

This level of stakeholder is defined as those who will be solicited to provide input and feedback through participation in activities such as online surveys and community events.

Engage

This level of stakeholder represents key leaders in the immediate and broader community. Organizations who will be asked to participate in the Roundtable Discussions.

Partner

This level of stakeholder represents the leaders and representatives of the organizations developing the project and representatives of the consultants engaged for the project.



Event Centre: Approach & Methodology

Phase 1: Stakeholder Identification & Mapping

Examples include:

- Project Partners: The City of Calgary, Calgary Stampede, CSEC
- Community Partners and Stakeholders:
 - Residents and district landowners
 - Tourism Calgary
 - Calgary Economic Development
 - Community Associations: BNA/Vic Park BIA/EVNA/Ramsay Inglewood CA
 - Arts and Culture sector
 - Calgary Arts Development
 - Sport Development and Program associations: Sport Calgary, Hockey Calgary
 - Youth Campus
 - Development Industry (ULI, BILD, BOMA, NAIOP)
 - Citizens
- Media



Event Centre: Approach & Methodology

Phase 2: Stakeholder Engagement

This early stage of the project is a time for learning and collaboration. And starts with inviting stakeholders to share with us the issues, considerations and opportunities that are important from their perspective.

- Engagement conducted through a series of roundtable discussions and one-on-one interviews will be held with those identified for engagement or partnering in the process.
- Primary purpose of these roundtable meetings and one-on-one interviews will be to identify high-level issues and opportunities critical to the success of the project.



Event Centre: Approach & Methodology

Phase 3: Online Survey

The next stage of the process involves the development of an online survey to identify and gauge perceptions on a variety of key issues with respect to the Event Centre. The survey will be promoted through paid promotions across digital channels and engagement program communications.

The Community Survey will:

- Identify key features and programming opportunities for the Event Centre and surrounding areas that Calgarians find most appealing
- Assess the probability of Calgarians participation in different types of events and activities that could be offered at the Event Centre
- Probe interest on key engagement focus areas.



Event Centre: Approach & Methodology

Phase 4: Community Engagement and Findings Analysis

- To bring engagement opportunities across Calgary and reflect the diverse audience that participates in the district and new Event Centre, a series of city-wide public community events will be executed where attendees can respond to plans for the Event Centre and add input into the process.
- This phase allows for further validation of ideas through broad public engagement.
- Ward Activations through community amenities: Recreation Centres, Sport and Cultural Facilities.
- Activations to leverage captive audiences through presence at events ie: In-game and concert activations at Saddledome and city events.



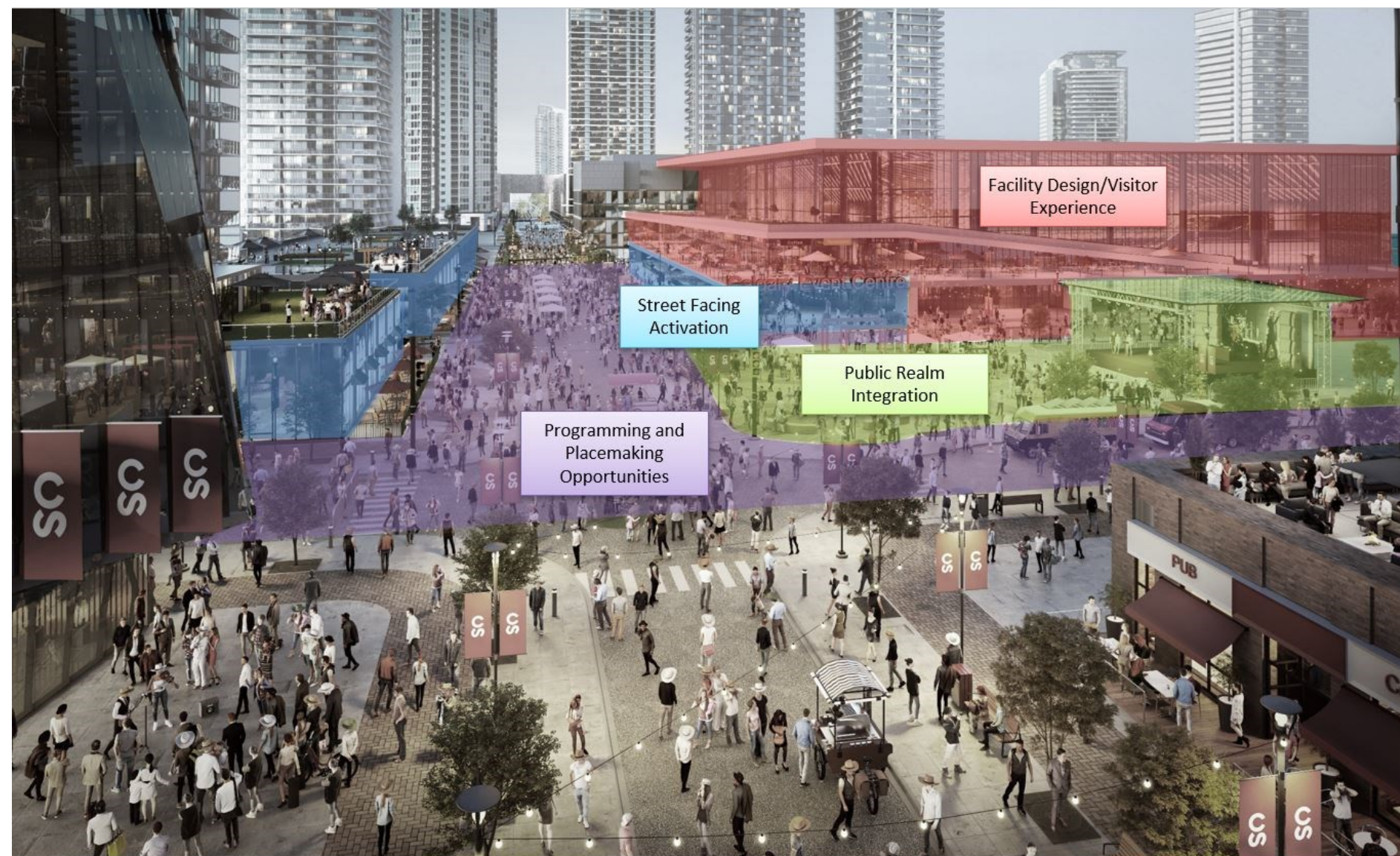
Event Centre: Approach & Methodology

Phase 4 con't: Findings Analysis

- Following completion of Phase 1-4, CMLC will work with third party to compile and synthesize all survey responses, feedback from roundtable and one-on-one interviews and in-person feedback.
- Input will be collected into common themes and priorities identified in each engagement focus area.
- Final 'what we heard report' will be completed and publicly available for review.
- Findings will be brought back to Council through the appropriate channel as per the project agreement.



Event Centre: Focus Areas



Event Centre: Approach and Methodology

Event Centre Engagement Focus Areas:

- a. **Programming** - Exploration of events and program opportunities and experiences located in and around the facility that strengthen the creation of a vibrant culture and entertainment district.
- b. **Public Realm** – exploration of public realm improvements such as the design of the Festival Street, Event Centre Plaza and key design considerations to enhance long term sustainability and use of spaces.
- c. **Facility design** – development of architectural requirements or principles to guide the subsequent design process for the facility. Includes consultation of facility access points, interaction with street level experience, and retail offerings.
- d. **Street-facing Activation** - aspirations of retail and F&B experiences offered within the district and the facility.
- e. **Visitor experience** – user experience within and around the facility. Ie: How do users expect to arrive at the facility, what are the range of experiences available within the event centre to explore space planning opportunities.



Engagement Communications and Promotions



Event Centre: Communications Plan

To support awareness of engagement opportunities, the communications plan will utilize traditional and digital channels, paid media placements and partner communications.

- Advertising: Print and digital placements
- Media relations
- Social Media via CMLC channels (supported on partner channels)
- Engagement program digital assets for community and project partners to share engagement information on respective channels
- Community newsletters and onsite signage
- Dedicated engagement website
- Event engagement experiences



Event Centre: Timeline

- Engagement Program will be initiated prior (or concurrent) to the commencement of the Event Centre procurement process.
- Anticipated Q1 2020
- Duration: 10 weeks



QUESTIONS

