

# A BOLD NEW VISION FOR CALGARY'S CULTURE AND ENTERTAINMENT DISTRICT

Report: A Bold Engagement Program



**THIS REPORT PROVIDES AN OVERVIEW OF THE ENGAGEMENT EFFORTS LED BY CMLC SPECIFIC TO THE MASTER PLAN PROCESS STARTING IN 2017. IT DETAILS THE FINDINGS OF A JOINT PUBLIC ENGAGEMENT PROGRAM IN COLLABORATION WITH THE CITY OF CALGARY FROM APRIL TO JUNE 2018.**

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# A ROBUST PUBLIC ENGAGEMENT PROGRAM

Calgary Municipal Land Corporation (CMLC)—the placemaking and development team that accomplished the seemingly impossible by bringing Calgary’s oldest and most neglected neighbourhood, East Village, dramatically back to life—spent 12 months creating an imaginative, practical, forward-thinking master plan for east Victoria Park: the Rivers District Master Plan. The City of Calgary concurrently started the process to support the aspirations of the Rivers District Master Plan to amend the Beltline Area Redevelopment Plan (ARP). In an effort to alleviate confusion and engagement fatigue, CMLC and the City joined forces for a joint public engagement plan to collect feedback from Calgarians on their vision for Calgary’s future Culture and Entertainment district.

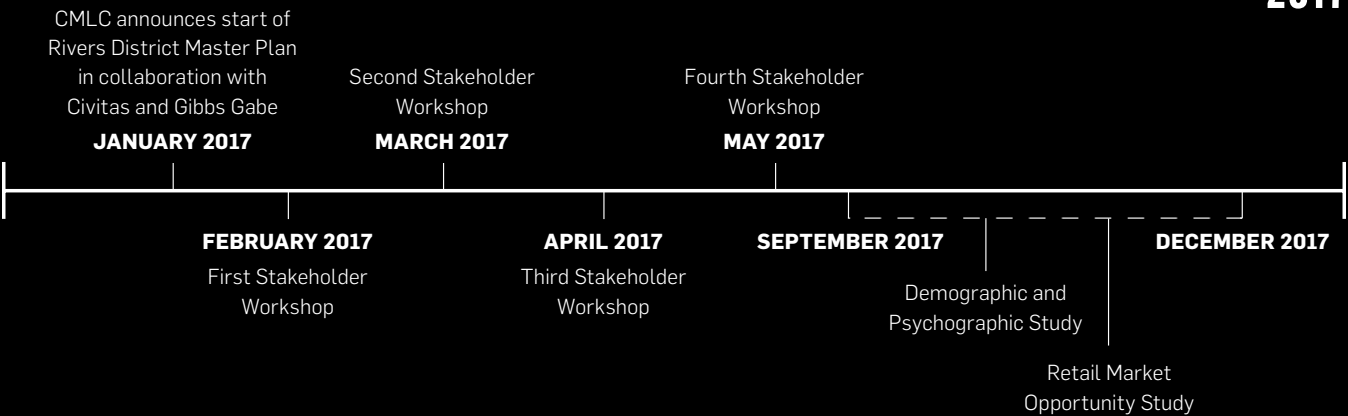
Committed to engaging the City of Calgary in a district with city-wide use, CMLC’s vision imagines a high-density, mixed-use neighbourhood that draws on the beauty of its natural surroundings, the strength of its cultural heritage and the spirit of entertainment that resides in its DNA.

As part of the master planning process, CMLC produced a comprehensive study of the area, conducted research into the demographic and psychographic profiles of future east Victoria Park residents, and completed a demand study for future retail development in the area. It then embarked on a robust public engagement program, in coordination with the City of Calgary, to solicit ideas and feedback from Calgarians on the vision for a 21st century culture and entertainment district in downtown Calgary’s east end. The engagement program included an online survey that reached thousands of Calgarians across the city, and the results were carefully analyzed and considered.



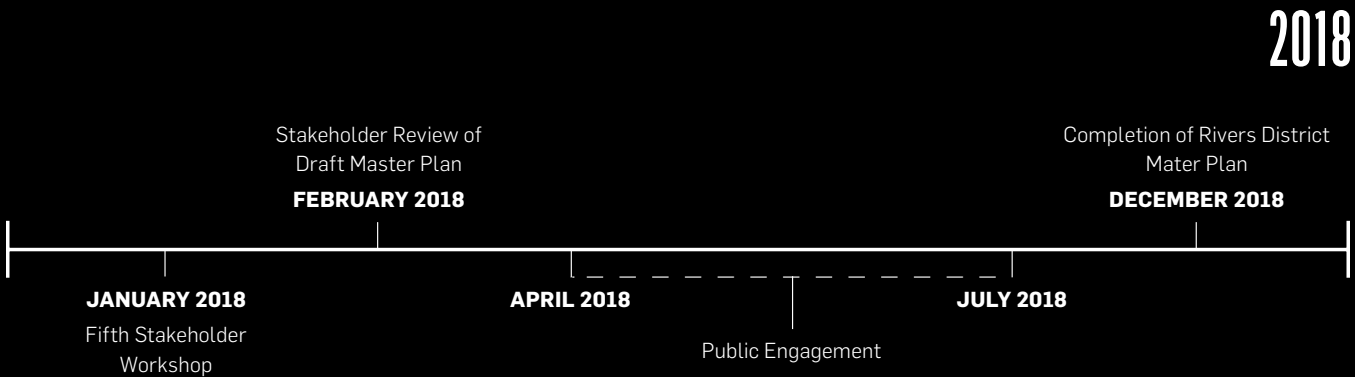
# 2017-2018 STAKEHOLDER ENGAGEMENT TIMELINE

2017



In January 2017, CMLC announced the start of Rivers District Master Plan in collaboration with Civitas and Gibbs Gage. A series of monthly stakeholder workshops followed, and were conducted with representatives from the surrounding community associations and stakeholders to help guide the development of the draft master plan. In the Fall of 2017, CMLC engaged international consultancy Roland Berger to build detailed demographic and psychographic profiles of potential

residents of Victoria Park through a series of surveys, focus groups, and analysis. Urban Systems was engaged to determine the optimal extent and mix of retail-commercial uses for Victoria Park. Having gathered and further analyzed the research findings, in 2018 CMLC completed a draft master plan for the Rivers District and developed broader public engagement activities to collect feedback on the plan vision.



# PUBLIC ENGAGEMENT METHODOLOGY

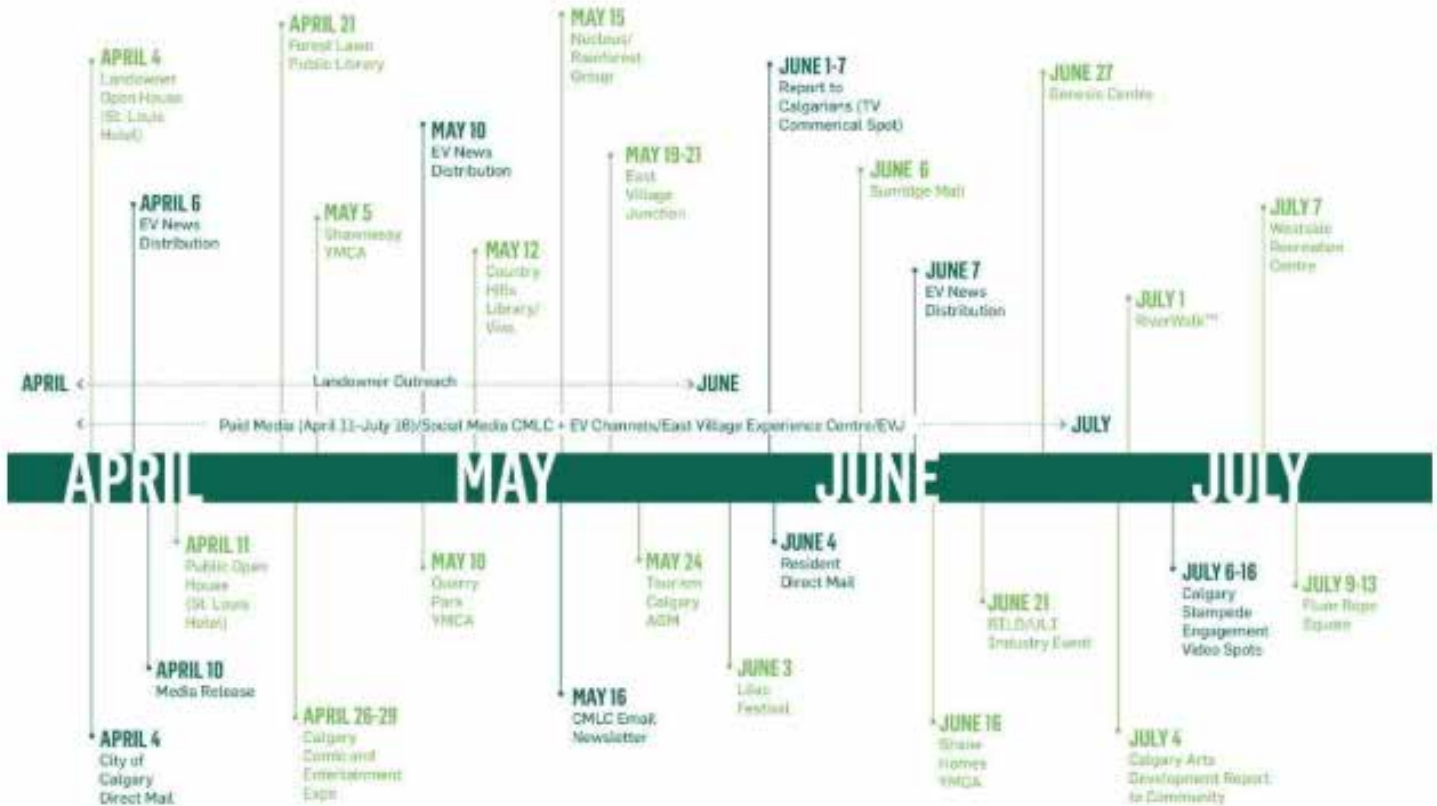
CMLC and the City of Calgary's joint public engagement program was conducted from April 4 through July 16, 2018 and included a wide variety of events expressly designed to solicit feedback, opinions and ideas from local stakeholders and resident Calgarians in every ward of the city. The process was initiated by a media release announcing the beginning of the master plan development, and followed by direct mail campaigns, open house events, and the distribution of a survey through the mail to district residents, in person at a variety of community events, and available online.

Over the course of 103 days, CMLC and the City of Calgary held 36 in-person events, meetings, and an online survey. In total, the program engaged with 6,814 people both in-person and online and received 122,679 individual pieces of input through 3,995 completed surveys.



# RDMP ENGAGEMENT & OUTREACH

■ ENGAGEMENT  
■ OUTREACH



# LANDOWNER ENGAGEMENT

CMLC, together with the City of Calgary, invited east Victoria Park landowners to review the draft master plan and have the first opportunity to understand the holistic vision for the community and how CMLC's investment in the district would unfold and stimulate further investment in the area. Landowners also received a letter from the City of Calgary to further inform them about the policy planning process unfolding concurrently, with an invitation to attend an April open house event at St. Louis Hotel. Direct outreach and follow up with all landowners continued through May and June to ensure landowners in the district were aware of the Rivers District Master Plan and Beltline ARP process and engagement opportunities. There are a total of approximately 59 landowners in the district who were contacted through the mail, phone and email. A total of 12 landowner surveys were received.



# RESIDENT ENGAGEMENT

The City and CMLC collaborated on engagement efforts to collect feedback from residents about Calgary's future Culture and Entertainment district. Feedback collected through the engagement program was used and considered by both teams as they drafted amendments to the Beltline Area Redevelopment Plan and the Rivers District Master Plan.

Approximately 16,747 postcards were mailed to residents of the Beltline inviting them to attend the open house event on April 11, 2018. A subsequent mail distribution was sent to all residents in the east Victoria Park boundary with details of the engagement process, upcoming engagement event dates and information to complete the online survey.



## INDUSTRY ENGAGEMENT

The City and CMLC partnered with BILD and Urban Land Institute to provide the opportunity for members of the development industry to engage in Calgary's future Culture and Entertainment district. On June 21, 2018 a presentation and walking tour of east Victoria Park offered attendees the opportunity to ask questions and provide feedback through the public engagement survey. The session was attended by 59 representatives from the development industry.



## ARTS & CULTURAL ORGANIZATION ENGAGEMENT

To extend the outreach program into Calgary's arts community, CMLC and the City hosted a booth at Calgary Arts Development's Report to Community to share project details and encourage sign-up for a future engagement opportunity. CMLC and the City hosted a Lunch and Learn event on July 4, 2018 for members to learn about the project, ask questions and provide their feedback through the public engagement survey. Thirty members of the arts community attended this session and 18 surveys were completed.

## INDIGENOUS ENGAGEMENT

In the spirit of truth and reconciliation and with east Victoria Park being an important location at the confluence of the Bow and Elbow rivers, our engagement strategy includes engaging with indigenous peoples. The purpose of this engagement is to recognize indigenous historical and cultural places, learn about the area's significance and learn about how we might recognize its importance to indigenous people through policies in the area redevelopment plan. This engagement process is guided by the Indigenous Policy Framework. At the time of writing this report, we are still in the process of engaging with elders and traditional knowledge keepers from the Blackfoot Confederacy, the Iyârhe Nakoda, the Metis Nation, and the Tsuu T'inna and the Urban Indigenous community. As such, we do not have summary information to provide presently.

# CITY-WIDE ENGAGEMENT

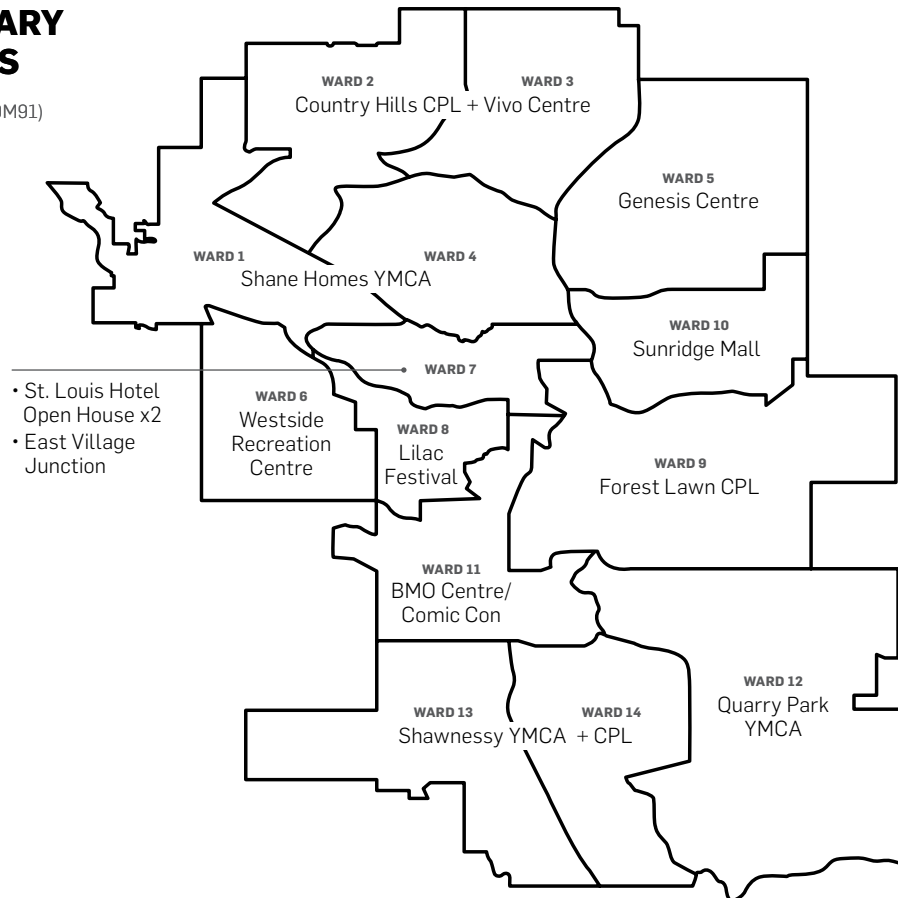
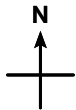
Running from April to July 2018 and spanning every ward of the city, the joint engagement program aimed to engage Calgarians about how they currently experience east Victoria Park and how they imagine a modernized Culture and Entertainment district for their city.

# ONLINE SURVEY

Calgarians also had an opportunity to share their ideas and opinions online through a public survey that launched April 11, 2018. The online survey remained active for 91 days, during which time 3995 complete surveys were received.

## THE CITY OF CALGARY WARD BOUNDARIES

BYLAW 25M2016 (AMENDS BYLAW 19M91)  
EFFECTIVE OCT 16, 2017



<b>EVENT</b>	<b>DATE</b>	<b>PEOPLE ENGAGED</b>	<b>IN-PERSON SURVEYS RECEIVED</b>
Public Open House – St. Louis Hotel	April 11, 2018	158 attendees	26 surveys
Ward Pop-up: Forest Lawn Public Library	April 21, 2018	29 attendees	5 surveys
Engagement Booth: Comic Expo – BMO Centre	April 26 – 29, 2018	746 attendees	28 surveys
Ward Pop-up: Shawnessy YMCA	May 5, 2018	146 attendees	9 surveys
Ward Pop-up: Quarry Park YMCA	May 10, 2018	81 attendees	9 surveys
Ward Pop-up: Country Hills Vivo	May 12, 2018	72 attendees	16 surveys
Engagement Booth: East Village Junction Container Park	May 18 – 21, 2018 May 25 – 27, 2018	953 attendees	256 surveys
Ward Pop-up: Best of Calgary Awards	May 25, 2018	25 attendees	0 surveys
Engagement Booth: Lilac Festival	June 3, 2018	472 attendees	70 surveys
Ward Pop-up: Sunridge Mall	June 6, 2018	36 attendees	5 surveys
Ward Pop-up: Shane Homes YMCA	June 16, 2018	50 attendees	19 surveys
Ward Pop-up: Genesis Centre	June 27, 2018	59 attendees	5 surveys
Engagement Booth: Canada Day at River Walk	July 1, 2018	100 attendees	2 surveys
Ward Pop-up: Westside Rec Stampede Breakfast	July 7, 2018	100 attendees	10 surveys
Engagement Booth: Stampede Rope Square	July 9 – 13, 2018	164 attendees	18 surveys

# CMLC-LED COMMUNICATIONS AND PROMOTIONS

COMMUNICATIONS CHANNEL	DATES/NUMBER OF POSTS	METRICS
CMLC Project Website: <a href="https://www.calgarymlc.ca/riversdistrictmasterplan/">https://www.calgarymlc.ca/riversdistrictmasterplan/</a>	Launched January 2018	29,000 visits
EV-News	April 6. May 10, 16. June 7.	9,815 subscribers per issue
E-blast to CMLC Friends & Family	May 16	344 subscribers
CMLC & EV Facebook	40 Posts	19,720 Impressions 173 Post Likes 15 Shares 14 Comments
CMLC & EV Twitter	74 Tweets	97,754 Impressions on Twitter 375 Likes 191 Retweets 6 Comments
CMLC & EV Instagram	44 Posts	55,880 Impressions 2,650 Likes 36 Comments
CMLC & EV Instagram Stories	59 Posts	15,635 Impressions
CMLC LinkedIn	6 Posts	2,124 Impressions 22 Likes
CMLC & EV YouTube	April 6	665 Views
Calgary Stampede - Engagement Video	July 5 – 15	1.27 Million people came visitors 140 hours of broadcasting throughout Stampede Park Video was played 3 times every hour on 7 screens

A series of paid ads across print and digital channels directed audiences to the website for more information about public events, activities, and the online survey.

# CROSS PLATFORM DISPLAY

COMMUNICATIONS CHANNEL	DATES	METRICS
<b>Cross Platform Display Advertising</b> (Retargeting, Sponsored Instagram, Sponsored Content and Native Content)	April 14 - July 15	2,931,950 impressions 28,924 clicks.
<b>Mobile-specific Targeting</b> (Geo Cookie & Location Targeting)	April 14 - July 15	575,046 ad impressions 3,863 clicks
<b>Paid Social</b> (Facebook Canvas Ad)	April 14 - July 15	276,224 impressions 4,472 clicks

# **FINDINGS & ANALYSIS: WHAT DID WE HEAR?**

The findings from the public engagement program will inform the final master plan, currently scheduled for release in December 2018 and the Beltline ARP in early 2019 following City of Calgary Council approval.



# APPENDICES

- A. City of Calgary Report
- B. Advertising Program
- C. Email Distribution
- D. Resident Direct Mail
- E. Landowner Letters
- F. Press Releases
- G. Social Media Posts
- H. Event Pictures
- I. Engagement Booth Design
- J. Brochure Design

# APPENDIX A

## CITY OF CALGARY

### REPORT



## **Beltline Area Redevelopment Plan Amendments & Rivers District Master Plan**

Stakeholder Report Back – Engagement Summary  
What We Heard Report – Summer 2018

### **Project overview**

#### **Beltline Area Redevelopment Plan Amendments**

The City of Calgary is amending the Beltline Area Redevelopment Plan (ARP) to create policies that will guide future development of East Victoria Park – a 286 acre portion of land in downtown Calgary's east end. The Beltline ARP was adopted by City Council on May 15, 2006. Over the last 12 years, the area has experienced significant growth, transforming into a vibrant diverse community. A number of projects are contributing to the need for ARP amendments, including a new Rivers District Master Plan being created by Calgary Municipal Land Corporation (CMLC), the 17 Avenue S.W. extension project and the arrival of the Green Line.

This area is envisioned to become the cultural and entertainment district of Calgary. The goal of the Beltline ARP amendments are to realize the vision described by CMLC's Rivers District Master Plan, and to put in place the policies and framework to help guide the development of this cultural and entertainment district.

#### **Rivers District Master Plan – Calgary Municipal Land Corporation (CMLC)**

CMLC is creating a vision for east Victoria Park within Rivers District—a 20-year vision that will result in four million square feet of mixed-use development and more than 8,000 new residents moving into a vibrant community nestled on 500 acres of Calgary's downtown east side. Specifically, to east Victoria Park, the master plan vision has been designed to be flexible enough to imagine and integrate modernized amenities (arena facility and an expansion of the BMO Centre) and the delivery of a Stampede Trail retail destination. As the development progresses, the plan and community will accommodate and support a variety of entertainment and cultural amenities.

### **Communications and engagement program overview**

East Victoria Park is envisioned to be the cultural and entertainment district for the City of Calgary. This means, that all Calgarians may have a vested interest in the proposed changes and future direction for the area. The engagement strategy developed ensured people from across Calgary, as well as special interest groups, had the opportunity to learn about the project and provide meaningful input. Our approach has included a variety of in-person and online engagement opportunities that facilitate multiple touch points and ensure inclusivity for all who want to provide input and learn about the project.

#### **City of Calgary and CMLC joint engagement program**

In an effort to alleviate confusion between the ARP process and Rivers District Master Plan and to mitigate engagement fatigue, CMLC and the City joined forces for a joint public engagement

[calgary.ca/beltlinearp](http://calgary.ca/beltlinearp)

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program to collect feedback from Calgarians on their vision for Calgary's future culture and entertainment district. This report compiles those findings and the joint engagement program.

### Engagement spectrum of participation

The Engage Spectrum level for the first phase of engagement was 'Listen & Learn' which is defined as "We will listen to stakeholders and learn about their plans, views, issues, concerns, expectations and ideas."

### Phase one engagement objectives

- Inform the public about CMLC's Rivers District Master Plan, The City's planning process, the ARP amendment process and overall expected project timelines.
- Gather input from public to help confirm the community vision for the plan area
- Gather high-level understanding of current issues and future opportunities from the public that will inform the Rivers District Master Plan and the ARP amendments

### What did we do and who did we talk to?

Our engagement program ran from April 4 through to July 16, 2018. Over the course of 103 days, we held 36 in-person events and targeted stakeholder meetings, plus an online survey. In total, we engaged with 6,814 people both in-person and online and received 122,679 individual pieces of input through 3,955 completed surveys.



### In-person public engagement opportunities

To ensure we were reaching people Calgary-wide a robust in-person engagement program was developed to provide Calgarians the opportunity to engage with project team members on a face-to-face basis and provide meaningful input. Our program included open house events in the project area, pop-ups at important facilities across this City, in addition to City-wide reaching events such as Comic Expo, Lilac Fest and Stampede. At each event we had project team members from The City and CMLC on hand to answer questions and provided people with the opportunity to fill out our engagement survey.

3,191 people engaged at 28 public engagement events and we received 478 complete survey responses.

Event	Date	People engaged	Surveys received
Public Open House – St. Louis Hotel	April 11, 2018	158 attendees	26 surveys
Ward Pop-up: Forest Lawn Public Library	April 21, 2018	29 attendees	5 surveys
Engagement Booth: Comic Expo – BMO Centre	April 26 – 29, 2018	746 attendees	28 surveys
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### Online public engagement opportunities

Through our online engagement program, we provided project details about the Beltline ARP and the Rivers District Master Plan and offered people the opportunity to provide their comments through our online survey. The online survey replicated the same survey provided at all in-person sessions. The survey was open from April 9 – July 16, 2018.

Over the course of phase one engagement we received 3,475 completed online survey responses.

### **Targeted engagement sessions**

#### **Landowners engagement**

There are currently 59 landowners located in east Victoria Park. As part of our engagement program we conducted outreach with landowners through the following methods.

- On February 14, 2018, sent a direct mail piece to all 59 landowners to provide project overview and encourage participation in the upcoming engagement
- Hosted a landowner-only Open House on April 4, 2018 with 15 attendees
- Made direct phone calls and/or sent emails to all landowners to provide survey information
  - o A follow-up mail piece to those that had not responded was issued on June 1, 2018

In total, we received 12 survey responses from the 59 landowners.

#### **Community Association engagement**

Over the course of phase one of engagement we met with the Beltline Neighbourhood Association and the Victoria Park Business Improvement Association to provide an overview of the project and give an opportunity to provide feedback. We met with each association twice.

#### **Industry engagement**

We partnered with BILD and ULI to provide the opportunity for members of the development industry to engage in the project. On June 21, 2018 we hosted a presentation and walking tour of east Victoria Park. Attendees were given the opportunity ask questions and provide feedback through our public engagement survey. There were 59 representatives from the development industry at our session.

#### **Arts & Cultural Organization engagement**

The project team attended Calgary Arts Development Authority Report to Community on June 20 to share project details and encourage sign-up for a future engagement opportunity.

On July 4, we hosted a Lunch and Learn event for members of the Arts & Culture Community to learn about the project, ask questions and provide their feedback through our public engagement survey. We had 30 members of the arts community attend this session and received 18 completed surveys.

#### **Indigenous engagement**

In the spirit of truth and reconciliation and with east Victoria Park being an important location at the confluence of the Bow and Elbow rivers, our engagement strategy includes engaging with Indigenous peoples. The purpose of this engagement is to recognize Indigenous historical and cultural places, learn about the areas significance and learn about how we might recognize its importance to Indigenous people through recommendations in the area redevelopment plan. This engagement process is guided by The City's Indigenous Policy. At the time of writing this report, we are still in the process of engaging with elders and traditional knowledge keepers from the Blackfoot Confederacy, the Iyârhe Nakoda, the Metis Nation, the Tsuu T'inna and the Urban Indigenous community through the Indigenous Gathering Place. We do not have

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summary information to provide about this engagement at this time, but this information will be included in future reports.

## How did people hear about engagement?

A comprehensive communications plan was developed to inform the community about the project and all of our engagement opportunities. The City and CMLC each employed a program that included; project websites, mailed postcards, email newsletters, social media, signage, paid advertisements, Councillors and Community Association communications and media releases. Details of channels employed and their metrics can be found in [Appendix A](#).

## What did we ask?

We asked people to answer the following questions to gain a high-level understanding of how people use the area today and what they would like to see in the area for the future.

1. **What are the first three digits of your postal code?**
2. **How did you hear about this project?** (select all that apply)
  - ☐ Attended open house
  - ☐ Pop-up event in my community
  - ☐ City-wide pop-up event (i.e. Lilac Fest, Comic Expo, East Village)
  - ☐ Facebook
  - ☐ Twitter
  - ☐ Mailed post card
  - ☐ Report to Calgarians
  - ☐ TV / News
  - ☐ Email newsletter
  - ☐ Newspaper (Metro, Herald)
  - ☐ Road sign in my community
  - ☐ My Councillor
  - ☐ Other: \_\_\_\_\_

### CURRENT USE

3. **When did you last visit east Victoria Park?** (please select one)
  - ☐ Within the last few weeks
  - ☐ 1-4 months ago
  - ☐ 5-8 months ago
  - ☐ 9-12 months ago
  - ☐ More than a year ago
  - ☐ Never
4. **Why did you visit east Victoria Park?** (please select one)
  - ☐ For Stampede
  - ☐ For a sporting event
  - ☐ For a concert or entertainment event
  - ☐ For an agriculture event
  - ☐ For work
  - ☐ For a conference or function
  - ☐ For the casino
  - ☐ To travel through the area to get to other community
  - ☐ I live here
  - ☐ To visit family or friends
  - ☐ Go to school
  - ☐ Other: \_\_\_\_\_
5. **How did you get to the area the last time you visited?** (please select one)
  - ☐ Vehicle
  - ☐ Transit – Bus
  - ☐ Transit – LRT
  - ☐ Walk
  - ☐ Cycle
  - ☐ Uber/Taxi
  - ☐ Other: \_\_\_\_\_
6. **Are there any barriers/ challenges that currently exist and prevent you from enjoying the area?** (select all that apply)
  - ☐ Safety (crime)
  - ☐ Safety (pedestrian/ cycling)
  - ☐ Transportation challenges
  - ☐ Lack of open space
  - ☐ Parking
  - ☐ Too busy/ congested

- ☐ Not enough amenities to visit
- ☐ Not enough activities or events to visit
- ☐ Other: \_\_\_\_\_

### FUTURE USE

#### 7. In your opinion what does a world-class cultural and entertainment district offer?

(select all that apply)

- ☐ Performance venues (theatres, concert halls)
- ☐ Live performances
- ☐ Museums and art galleries
- ☐ Additional sporting events
- ☐ Cultural events/festivals
- ☐ Vibrant, lively streets
- ☐ Diverse restaurant options
- ☐ Outdoor public spaces
- ☐ Green space and parks
- ☐ Public art
- ☐ Diverse residential options
- ☐ Retail shops
- ☐ Cinemas and theatres
- ☐ Community centre
- ☐ Sports fields
- ☐ Schools and/or childcare options
- ☐ Other: \_\_\_\_\_

#### 8. The Rivers District Master Plan is a twenty year vision that imagines east Victoria Park as a mixed-use cultural and entertainment district that is inspired by its entertainment DNA. The master plan seeks to create a cohesive vision for the community that will balance new residential development offerings for some 8000 new residents, over 4 million square feet mixed-use development, vibrant walkable streets and establishing critical connectors in and out of the district based on this vision what experiences are most important to you?

(Select your top three choices) \*These are subject to future project approval

- ☐ Riverfront access, parks and open spaces
- ☐ Pedestrian and biking access
- ☐ Better transit and circulation
- ☐ Food and beverage options
- ☐ Retail
- ☐ Entertainment attractions
- ☐ Urban residential options
- ☐ Office spaces (specialty)
- ☐ Hotels
- ☐ Expanded BMO Centre\*
- ☐ Festival street
- ☐ Modernized arena facility\*

#### 9. The Rivers District Master Plan is a twenty year vision that imagines east Victoria Park as a mixed-use cultural and entertainment district that is inspired by its entertainment DNA. The master plan seeks to create a cohesive vision for the community that will balance new residential development offerings for some 8000 new residents, over 4 million square feet mixed-use development, vibrant walkable streets and establishing critical connectors in and out of the district based on this vision what experiences are least important to you?

(Select your top three choices) \*These are subject to future project approval

- ☐ Riverfront access, parks and open spaces
- ☐ Pedestrian and biking access
- ☐ Better transit and circulation
- ☐ Food and beverage options
- ☐ Retail
- ☐ Entertainment attractions
- ☐ Urban residential options
- ☐ Office spaces (specialty)
- ☐ Hotels
- ☐ Expanded BMO Centre\*
- ☐ Festival street
- ☐ Modernized arena facility\*

#### 10. Think about your favourite cultural and entertainment destination you may have visited in other cities (examples: Edmonton's Ice District, L.A. Live, London's West End) what was it about these destinations that you loved? What attributes from these places would you like to see in Calgary?

#### 11. What attributes would make the Rivers District a great neighbourhood to live in?

(select all that apply)

- ☐ Unique residential offerings
- ☐ Nearby schools
- ☐ Nearby daycare
- ☐ Access to park spaces



- ☐ Shops and restaurants nearby
- ☐ Cultural attractions (theatres, galleries, museums)
- ☐ Entertainment attractions (concerts)
- ☐ Places of worship
- ☐ Access to transit
- ☐ Health services
- ☐ Recreation services
- ☐ Daily convenience services (i.e. grocery)
- ☐ Good pedestrian and cycling connections
- ☐ Other: \_\_\_\_\_

12. Based on the images/icons below, what development styles would you consider appropriate for this area? (Select all that apply)



13. Are there any other issues or opportunities that you would like The City and CMLC to consider as we plan for the area? (Select all that apply)

#### ABOUT THE ENGAGEMENT

14. How satisfied are you with the opportunity to provide input?

	Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	Not Applicable
• Clarity of information provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Opportunity to provide my input	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. What worked for you about the feedback opportunities provided to you? Is there anything we could do differently to make it better?

Note: Please see [Appendix B](#) for the engagement evaluation results.

## What did we hear?

Overall, there was a high level of interest in the project and a wide range of input was received from the community. This image below depicts the words most frequently used in comments provided.



The picture below highlights the specific City's and/or destinations that were named as ideas/inspiration in the comments provided:



Some of the main themes that emerged through all of the comments received both in-person and online were:

- People overall shared excitement about the potential of a revitalized culture and entertainment district
- People shared that a culture and entertainment district is more than just sporting and entertainment venues, and also should include a diverse variety of shops, restaurants, places to gather (like plazas and patios) and good green spaces.
- People shared that the success of a culture and entertainment district is ensuring that it is vibrant, lively, unique and interesting. That it is a space that offers something for everyone, that it is a tourist attraction that draws people in year-round and not just for episodic events.
- People shared mixed opinions about the potential of a new arena site. Some think this is a critical need where others shared opinions in varying degrees of opposition to the idea. However, a common theme was a concern of this being funded by taxpayer dollars.
- People stated that it is important for this area to be planned with overall safety top-of-mind. They feel that there are currently safety concerns and made suggestions for lighting, crime prevention measures, improved accessibility and flood prevention measures.
- People shared the importance of this area being well-connected for all modes of transportation. They would like good transit connections (Bus and LRT), pathways and bikeways, improved road connections and adequate parking available.
- People shared that there currently are not enough amenities or attractions in the area which is a current barrier to enjoying the area.
- People shared that this area is currently a 'hidden-gem' with its proximity to the river. Future planning should take advantage of the rivers proximity and highlight it as a feature and make it more accessible.
- People shared the importance of ensuring that there is affordable housing available in the area and ensuring there is a mix of development types so there can be a variety of population demographics and incomes living within the area.
- People shared the importance of ensuring that there are small, local businesses included in the area and not big-box stores or chains. Comments also highlighted the importance of ensuring affordable spaces for these types of businesses.

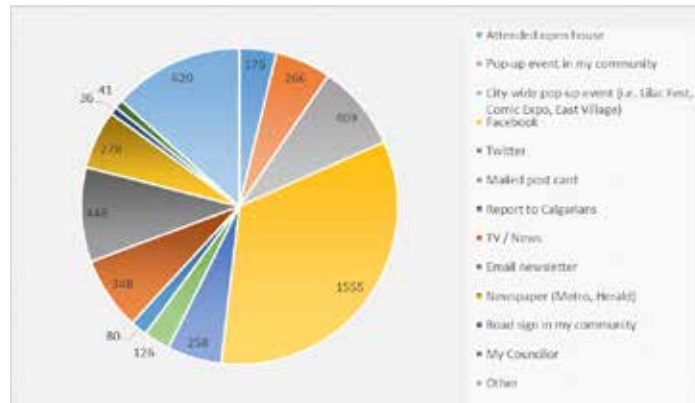
### Summary of responses

Responses to each of the questions are broken out further and highlighted in a series of charts below. For the multiple choice questions, the chart displays the total of numbers a response was selected for each question. For the text base responses, we have assigned each response into themes and the chart represents the high-level themes that emerged from text comments.

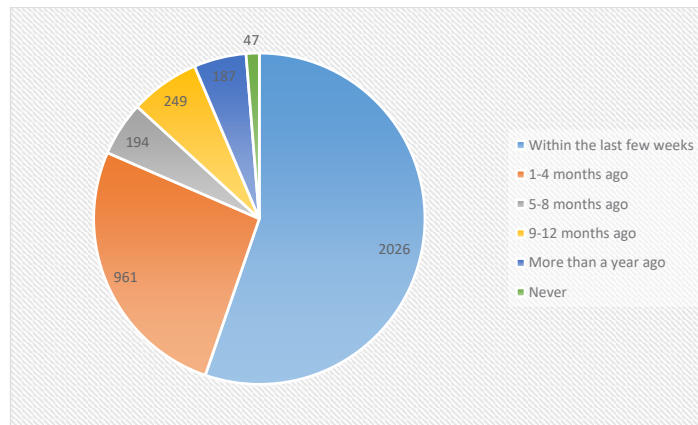
#### Question 1: What are the first three digits of your postal code?

Please see [Appendix: C](#) for a map that shows where respondents who completed the survey came from.

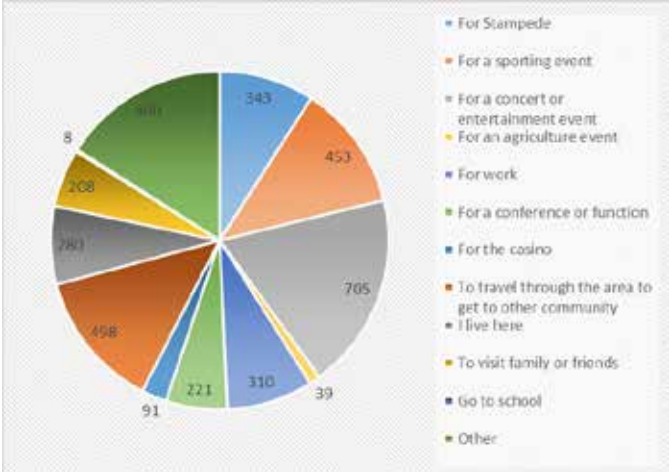
**Question 2: How did you hear about this project? (4641 responses)**



**Question 3: When did you last visit east Victoria Park? (3664 responses)**

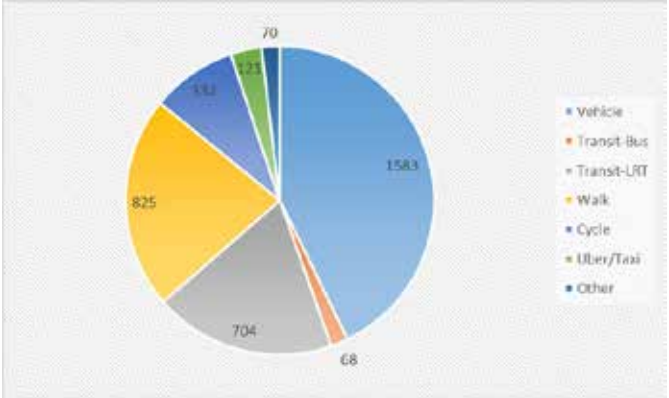


**Question 4: Why did you visit east Victoria Park? (3,756 responses)**



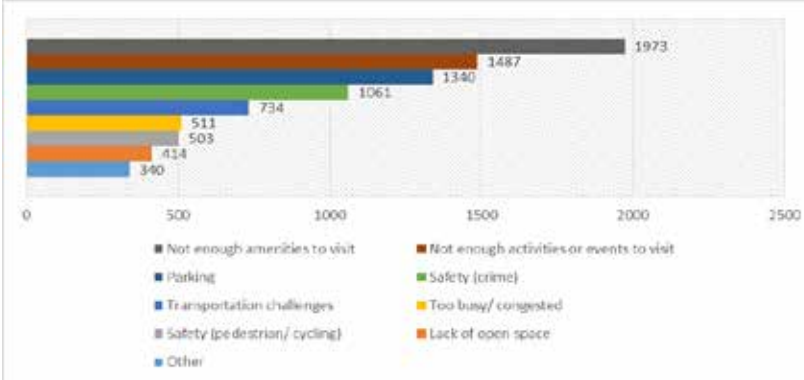
Other response themes include: Walking/ Cycling through area, Out for dinner, Village Ice Cream

**Question 5: How did you get to the area the last time you visited? (3,703 responses)**



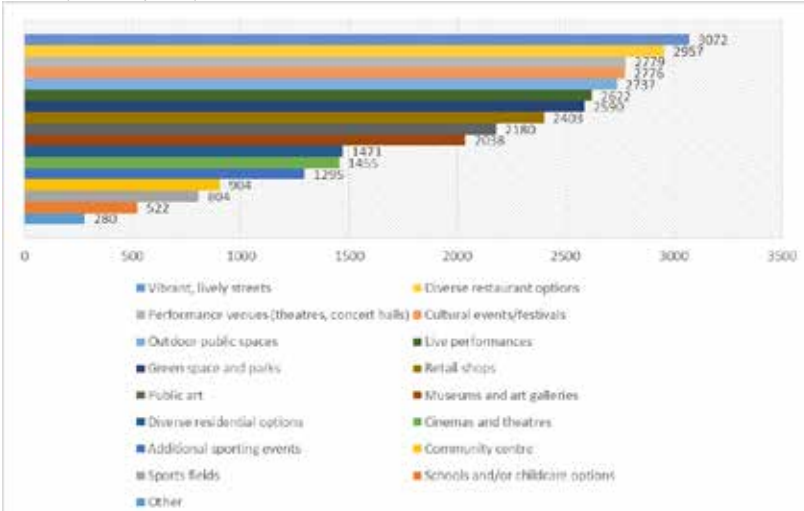
Other response themes include: Car2Go, running through pathways.

**Question 6: Are there any barriers/ challenges that currently exist and prevent you from enjoying the area? (8,353 responses)**



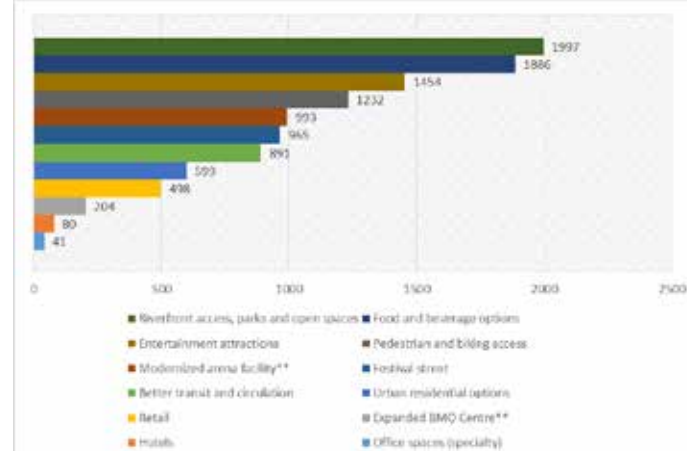
Other response themes include: Not pedestrian friendly, winter weather challenges, it's too expensive, visually unappealing and reiterating safety concerns.

**Question 7: In your opinion what does a world-class cultural and entertainment district offer? (32,885 responses)**

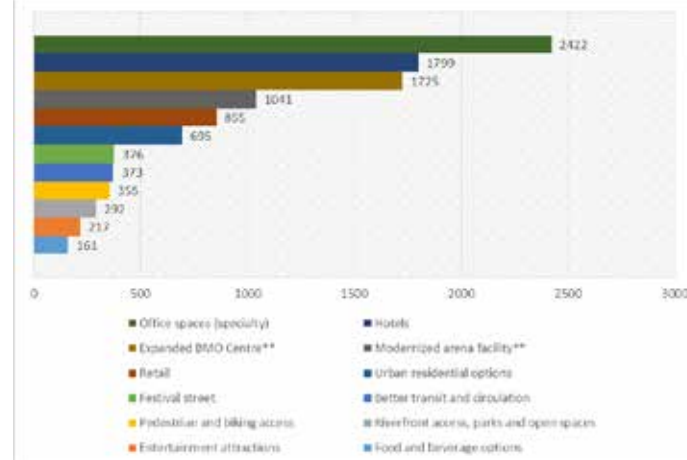


Other response themes include: affordable housing, markets, breweries, historic elements, dog parks, amusement park, digital signage, good wayfinding, pedestrian only streets, fitness facilities, space dedicated to indigenous peoples, public washrooms.

**Question 8: Based on this vision what experiences are most important to you?**  
(10,848 responses)

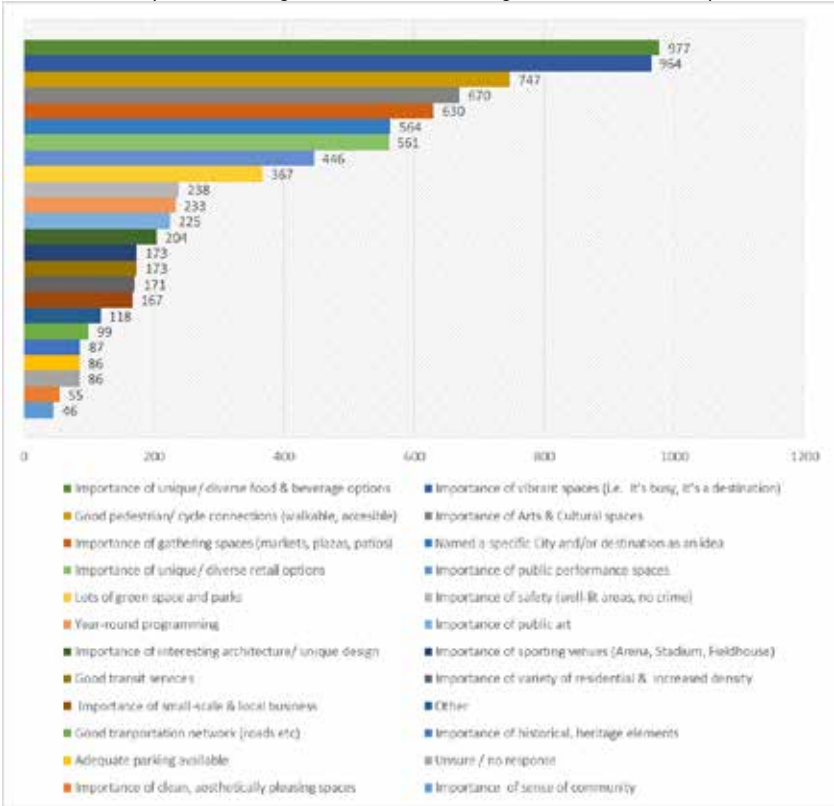


**Question 9: Based on this vision what experiences are least important to you?**  
(10,311 responses)



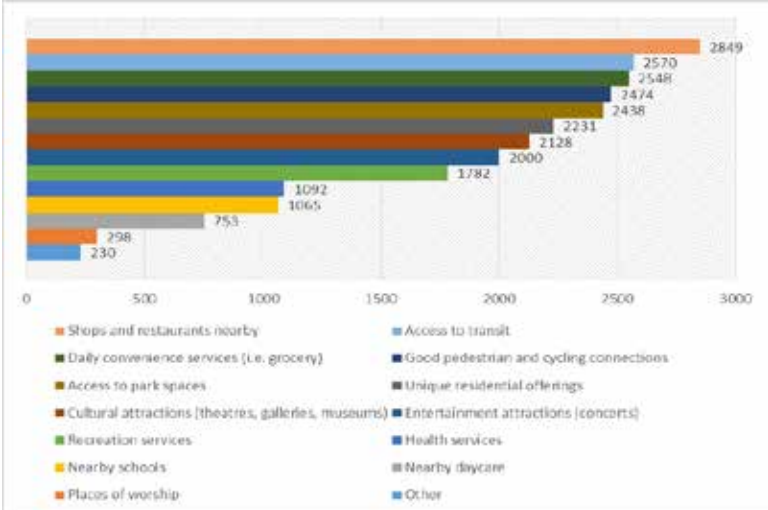
**Question 10: Think about your favourite cultural and entertainment destination you may have visited in other cities (examples: Edmonton's Ice District, L.A. Live, London's West End) what was it about these destinations that you loved? What attributes from these places would you like to see in Calgary? (2,704 responses)**

*Note: this chart represents the high-level themes that emerged from the comments provided.*



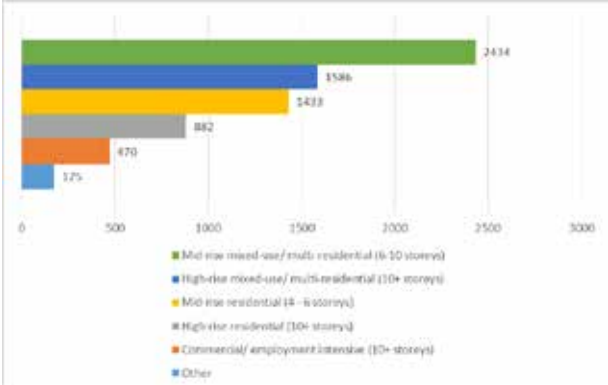


**Question 11: What attributes would make the Rivers District a great neighbourhood to live in? (24,458 responses)**



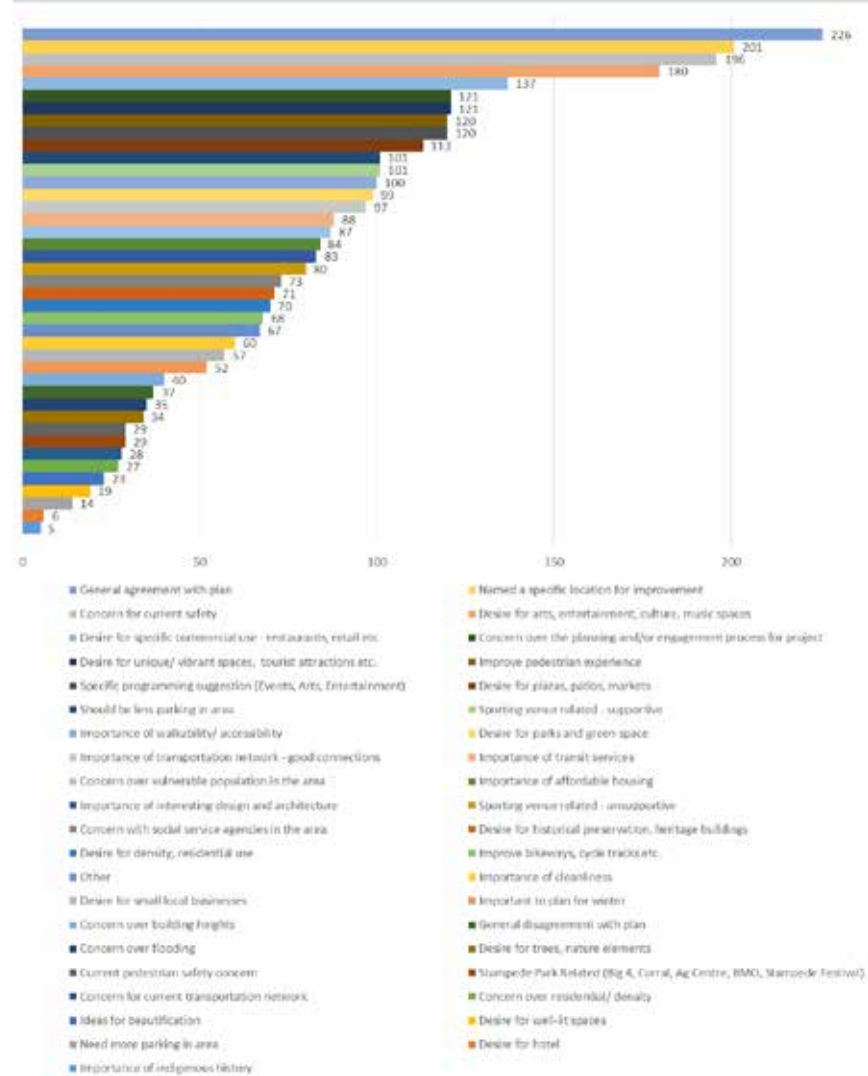
Other response themes include: Flood prevention measures, population and housing diversity, affordable housing, safety measures/ crime prevention, proximity to the river as a feature, pet friendly places, strong sense of community, environmentally friendly.

**Question 12: Based on the images/icons provided, what development styles would you consider appropriate for this area? (6,980 responses)**



Other responses include: needs to be a mix, single family homes, townhouses, affordable housing

**Question 13: Are there any other issues or opportunities that you would like The City and CMC to consider as we plan for the area? (3,299 responses)**



### **What are the next steps?**

The City and CMLC are currently reviewing the feedback provided through phase one of engagement and will use this information to help inform a draft of the amended area redevelopment plan and the Rivers District master plan.

We will be returning to the community in October to share a draft of the plans and tell you how we have used or addressed the input received to inform the draft. To stay up-to-date on future engagement opportunities, please check our website at [calgary.ca/beltlinearp](http://calgary.ca/beltlinearp)

### **Verbatim comments**

To read all of the verbatim comments received through the entire engagement program, please click [here](#).

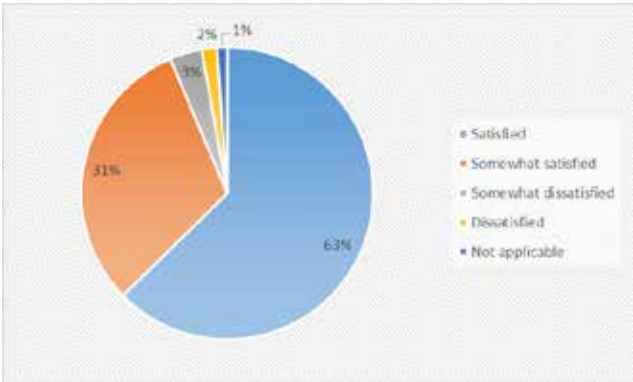
## Appendix A: Communications channels and metrics

The City's Communications Campaign		
Communications channel	Dates / Number of Posts	Metrics
Project website: <a href="http://calgary.ca/beltlinearp">calgary.ca/beltlinearp</a>	Launched January 2018	13,860 unique visitors
Mailed post card	March 22	Sent to 16,747 households throughout the Beltline ARP plan boundary.
Councillor communications	March 22	Regular updates provided to Council members.
Curbex signs	March 28 – April 11	High traffic areas on 12 Ave. S.W. and in the plan area.
@cityofcalgary Twitter	8 posts  April 5, 11, 12. May 15, 18. June 6, 13. July 16.	71,971 impressions 106 likes 68 retweets 8 comments 238 link clicks 749 "other" clicks
cityofcalgary Instagram post	June 6	15,697 impressions 584 likes 4 comments 23 clicks
cityofcalgary Instagram stories	June / July	Reach: 8,016 Clicks: 35
facebook.com/cityofcalgary	5 advertisements  June 12 – 16. June 20 – 27 June 29 – July 7 July 3 – 13 July 13 – 16.	428,685 impressions Clicks: 4,723 Link clicks: 2,080 Link click-through rate: 0.39% Comments: 39 Shares: 148 Reactions: 415
Report to Calgarians (30 second TV commercial)	June 11 - 17	Aired on CTV, CBC, Omni, Cineplex theatres, social media and on The City's Calgary-wide digital display unit network. Approximate impressions: 90,000.
Email distribution list		247 subscribers
Dispatch – City of Calgary Planning department e-newsletter	April and June editions.	867 subscribers
CMLC's Communications Campaign		
Communications Channel	Dates/Number of Posts	Metrics
CMLC Project Website: <a href="https://www.calgarymlc.ca/riversdistrictmasterplan/">https://www.calgarymlc.ca/riversdistrictmasterplan/</a>	Launched March 2018	29,000 unique visits

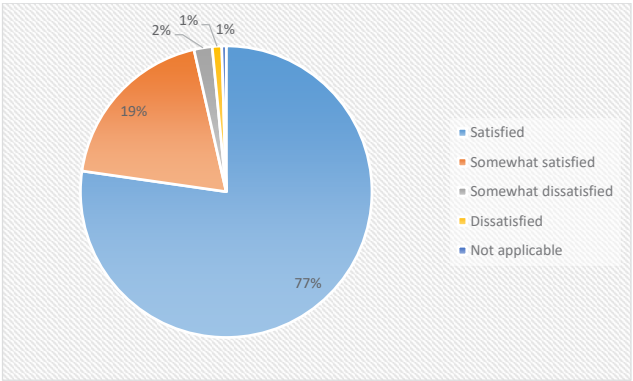
Media release	April 5	Earned media coverage picked up in the Calgary Sun, Global, CTV and 660 News.
EV-News	April 6. May 10, 16. June 7.	9,815 subscribers
E-blast to CMLC Friends & Family	May 16	344 subscribers
CMLC & EV Facebook	40 Posts	19,720 Impressions 173 Post Likes 15 Shares 14 Comments
CMLC & EV Twitter	74 Tweets	97,754 Impressions 375 Likes 191 Retweets 6 Comments
CMLC & EV Instagram	44 Posts	55,880 Impressions 2,650 Likes 36 Comments
CMLC & EV Instagram Stories	59 Posts	15,635 Impressions
CMLC LinkedIn	6 Posts	2,124 Impressions 22 Likes
CMLC & EV YouTube	April 6	665 Views
Calgary Stampede - Engagement Video	July 5 – 15	1.27 Million people came visitors 140 hours of broadcasting throughout Stampede Park Video was played 3 times every hour on 7 screens
Paid Advertising Campaign: cross platform display advertising, mobile advertising and social media.	April 14-July 15	3.7 million impressions served 37,200 clicks

Appendix B: Engagement evaluation

Question: How satisfied are you with the clarity of information provided to you?  
(3,557 responses)



Question: How satisfied are you with the opportunity to provide input? (3,520 responses)



[illegible]

# **APPENDIX B**

# **ADVERTISING PROGRAM**



# MEDIA PLAN

A series of paid advertising placements were placed in both print and digital platforms to help spread awareness of the engagement program and encourage Calgarians to participate and share their feedback via the online survey. Placements were booked in:

**Calgary Herald, Metro, Facebook, and others.**

# DIGITAL ADS

## GENERAL



# DIGITAL ADS

## LILAC FESTIVAL GEOFENCING



# DIGITAL ADS

## FACEBOOK - CANVAS AD



# DIGITAL ADS

## FACEBOOK - CALGARY HERALD

### Post Details



**Calgary Herald** with Calgary Municipal Land Corporation - CMLC.



4 hrs · Paid ·

Take a short survey to help shape Calgary's bold new culture and entertainment district, then enter to win a \$1,000 prize package



CALGARYHERALD.COM

**The east is rising, be a part of it!**

[Learn More](#)

From the developers who brought East Village...



Leigh Taveroff



Like



Comment



Share



# PRINT ADS COMIC EXPO

## THE EAST IS RISING. WELCOME TO RIVERS DISTRICT.

### A Bold Plan for Calgary's Culture and Entertainment District

Home to places like BMO Centre and Calgary Stampede, east Victoria Park is on the rise. Our bold vision is to turn the district into a vibrant, high-density, mixed-use community that draws on the spirit of entertainment that resides in its DNA.

#### BE PART OF THE STORY!

Come visit us at booth 1502 to learn more about the master plan, and share your thoughts with us.

[calgarymlc.ca/riversdistrictmasterplan](http://calgarymlc.ca/riversdistrictmasterplan)





# PRINT ADS

## CALGARY HERALD/METRO

# A BOLD NEW VISION FOR CALGARY'S CULTURE AND ENTERTAINMENT DISTRICT

Participate in our online survey to share your vision of a 21st-century east Victoria Park where living, working, connecting and playing come together.

CMLC and The City of Calgary want to hear from you. Visit [calgarymlc.ca/riversdistrictmasterplan](http://calgarymlc.ca/riversdistrictmasterplan) to fill out the survey and to browse upcoming public engagement events.





# A BOLD NEW VISION FOR CALGARY'S CULTURE AND ENTERTAINMENT DISTRICT

Participate in our online survey to share your vision of a 21st-century east Victoria Park where living, working, connecting and playing come together.



CMLC and The City of Calgary want to hear from you. Visit [calgarymlc.ca/riversdistrictmasterplan](http://calgarymlc.ca/riversdistrictmasterplan) to fill out the survey and to browse upcoming public engagement events.




# ADVERTORIAL SAMPLES

## METRO

ADVERTISING FEATURE



CONTRIBUTED

## The east is rising: be a part of it!

**CMLC envisions a reinvented east Victoria Park. Here's how you can be part of the vision for this bold new culture and entertainment district**

From the developers who brought East Village dramatically back to life, Calgary Municipal Land Corporation (CMLC) is creating a vision for east Victoria Park known as the Rivers District, and they want to invite Calgarians to learn more, share their own vision and connect online or at events across the city.

East Victoria Park is a part of downtown Calgary, which includes Stampede Park and the BMO Centre, that has long stood as the city's entertainment epicentre. Rather than reinvent it as something it simply isn't, CMLC imagines east Victoria Park as a vibrant, high-density, mixed-use community that draws on the spirit of entertainment that resides in its DNA, as well as its natural surroundings. In east Victoria Park, there's the opportunity to infuse new energy and new life into the district while attracting developers that respect the community's history and envisioned future.

CMLC's 20-year vision will result in four

million square feet of mixed-use development and over 8,000 new residents moving into a vibrant community in Calgary's downtown east side. Imagine new places to work and explore, modernized amenities like an arena facility and expanded BMO centre, the Green Line LRT, diverse residential options with a spectrum of shopping and dining options...the list goes on.

Integrating the existing urban fabric—including several heritage buildings, Calgary Stampede park and the Elbow River—and reshaping east Victoria Park as an active, walkable, accessible community with enhanced connections to adjacent neighbourhoods are among the most important goals.

With a draft of the master plan now complete, CMLC is conducting a joint public engagement process with The City of Calgary, which is amending a portion of the Beltline Area Redevelopment Plan (ARP) to support the vision for the district. The joint engagement portion will span across the city through multiple events.

Visit [calgarymlc.ca/RiversDistrictMasterplan](http://calgarymlc.ca/RiversDistrictMasterplan) to learn more, participate in a survey and share your thoughts, and to find an event near you where you can connect with the master planners in person.

For more information about the Beltline ARP, visit [calgary.ca/beltlinearp](http://calgary.ca/beltlinearp).

## A BOLD NEW VISION FOR CALGARY'S CULTURE AND ENTERTAINMENT DISTRICT

Participate in our online survey to share your vision of a 21st-century east Victoria Park where living, working, connecting and playing come together.



CMLC and The City of Calgary want to hear from you. Visit [calgarymlc.ca/riversdistrictmasterplan](http://calgarymlc.ca/riversdistrictmasterplan) to fill out the survey and to browse upcoming public engagement events.





# ADVERTORIAL SAMPLES

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Like a Pro

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SHOPPING & STYLE

THINGS TO DO

WEDDINGS

PATIOS IN CALGARY

BEST RESTAURANTS

EVENTS CALENDAR

CONTESTS

AVENUE DINNER SERIES

Sponsored / East Victoria Park is Rising

### East Victoria Park is Rising

Be a part of the Rivers District's re-invention and get the chance to win a \$1,000 prize package.

June 18, 2018

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# APPENDIX C

## EMAIL DISTRIBUTION

# NEWSLETTER

## CMLC



**THE EAST IS RISING, BE A PART OF IT!**



**Complete the survey and share your vision for Calgary's bold new culture and entertainment district.**

You may not know it by name, but if you've been to Stampede Park and the BMO Centre, then you've been to east Victoria Park—a part of downtown that has long stood as the city's entertainment epicentre. With momentum in East Village underway, Calgary Municipal Land Corporation (CMLC) is creating a vision for east Victoria Park known as the Rivers District. Now that a year of planning this bold new culture and entertainment district is behind us, we are inviting Calgarians like you to share their opinion of the district with us!



Rather than reinvent it as something it simply isn't, we envision east Victoria Park as a vibrant, high-density, mixed-use community that draws on the spirit of entertainment that resides in its DNA, as well as its natural surroundings. Picture new places to work and explore, modernized amenities like an arena facility and expanded BMO Centre, the Green Line LRT, diverse residential options with a spectrum of shopping and dining options, and much more. Tell us what you think. Click on the survey link below.

**To learn more and share your thoughts with us**

[Take our Survey](#)



This message was sent by Calgary Municipal Land Corporation (CMLC).  
You may contact CMLC at 403-243-5555 or cmlc@calgary.ca, or info@calgary.ca.

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# NEWSLETTER

## EAST VILLAGE

[illegible]


**east  
village®**






**June 7, 2018**

# HELP SHAPE CALGARY'S BOLD NEW CULTURE & ENTERTAINMENT DISTRICT

Share your vision of a 21st-century east Victoria Park.

## Enter to Win \$1000 Entertainment Prize Package

From the developers who brought you East Village, Calgary's Multiple Land Convention (MLC) is seeking a vision for east Victoria Park, and they want to hear your ideas for Calgary's future Culture & Entertainment district. Share your thoughts on the master plan vision through a 5-minute online survey and you can enter to win a \$1000 Entertainment Prize Pack.

Prize Package includes: two (2) tickets to Calgary Flames 2018/19 Home Opener game, \$200 gift card to Continuum Restaurant in east Victoria Park, \$200 gift card to Tuckermans.

Click [here](#) to complete the survey



### EV Junction Weekend Lineup

Whether you're in the mood for just hanging out at an outdoor bar or just enjoy a little live music, EV Junction has your summer groove.

[Share yours](#)

To details go to the weekend's page on



### Riverfront Project Breaks Ground

Future neighbors to the Stomox Building, led by EVC, Ensign + Gaudinier will bring restaurant space, office space and a parking structure with.

[Read More](#)



### Studio Bell \$10 DATE NIGHT

enjoy the best of studio bell with \$10

[Learn more](#)



### Reconciliation Bridge Lighting

June 10 - Walk for MS (red)  
June 11 - Neighborhood Day (red)  
June 17 - Fathers Day (blue, green, white)  
June 18 - International Father's Day (green)

This message was sent to [ev@eastvillage.ca](#) (ev@eastvillage.ca) (ev@eastvillage.ca).  
 To unsubscribe (Un) or view all emails click [here](#) (ev@eastvillage.ca) (ev@eastvillage.ca).

# **APPENDIX D**

## **RESIDENT DIRECT MAIL**

# RESIDENT AND LANDOWNER DIRECT MAIL PIECES



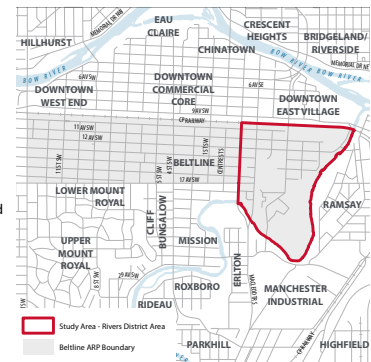
## Share your thoughts on the future cultural and entertainment district of Calgary

The City is amending the Beltline Area Redevelopment Plan (ARP) to guide development of the Rivers District area. The City is coordinating with Calgary Municipal Land Corporation (CMLC), who is leading the development of a master plan for the area. The ARP amendments will put in place the policies to support the master plan vision to create a vibrant, high-density, mixed-use community.

Drop in to the upcoming open house and share your thoughts about Calgary's future cultural and entertainment district.

### Open house details

- April 11, 2018, 4 – 7 p.m. at the St. Louis Hotel (430 8 Ave. S.E.)
- Fill out the online survey after April 11 at [calgary.ca/beltlinearp](http://calgary.ca/beltlinearp)



In partnership with



### At this open house you will be able to:

- Learn about the scope and timeline for the proposed master plan and ARP amendments.
- Share your thoughts on the future cultural and entertainment district.
- Ask questions of City of Calgary and CMLC staff.

### CMLC's role

As the master developer of East Village, CMLC is expanding their scope to steward the delivery of the Rivers District Master Plan, which outlines a cohesive, forward-thinking vision for what is envisioned as Calgary's cultural and entertainment district.

### The City of Calgary's role

The City is working on amendments to the Beltline ARP, which will put in place the policies and framework to support the vision described in the Rivers District Master Plan.

Visit [calgary.ca/beltlinearp](http://calgary.ca/beltlinearp) or contact 311 to learn more.

18-00232097





# RESIDENT DIRECT MAIL LETTER



June 6, 2018

***We want to hear from you – complete the Rivers District Master Plan engagement survey to help shape Calgary's Culture and Entertainment District and enter-to-win a \$1000 Entertainment Package.***

Dear east Victoria Park resident,

You're receiving this letter because you are a resident of an area of Victoria Park that resides within the geographic boundary of the Rivers District. Occupying 504 acres on downtown Calgary's east end, the Rivers District encompasses east Victoria Park, East Village, the Stampede grounds and the eastern edge of the downtown core. It is bound on the north by the Bow River, on the east and south by the Elbow River and on the west by 1st Street SE.

In early 2017, Calgary Municipal Land Corporation – the placemaking and development team that accomplished the seemingly impossible by bringing Calgary's oldest and most neglected neighborhood, East Village, dramatically back to life – committed \$150 million to strategic infrastructure improvements in Victoria Park. Just as infrastructure improvements were key to attracting investment and redevelopment in East Village, CMLC's investments in Victoria Park aim to kick-start urban renewal and community revitalization south of 9th Avenue SE.

Like we did in East Village, CMLC is advancing a 20-year redevelopment program for east Victoria Park. Our vision imagines the community as a vibrant, high-density, mixed-use neighbourhood that draws on the beauty of its natural surroundings, the strength of its cultural heritage and the spirit of entertainment that resides in its DNA. As this community is **Calgary's Entertainment and Cultural District**, our vision imagines that it will one day be home to some 8000 residents and over 4 million square feet of new development. It is also imagined to be home to a modernized arena facility and expanded convention space.

**And that's where the Rivers District Master Plan comes in.**

To guide redevelopment efforts and help realize the vision for a master-planned downtown district, CMLC has prepared an imaginative, practical, forward-thinking Master Plan for Victoria Park and we want your input on that plan. CMLC has been conducting a joint public engagement process with the City of Calgary who is concurrently going through the process to amend a portion of the Beltline

☎ 403.718.3300  
☎ 403.718.0500  
✉ [info@calgarymhc.ca](mailto:info@calgarymhc.ca)  
🌐 [calgarymhc.ca](http://calgarymhc.ca)

Calgary Municipal Land Corporation  
430 - 5 Avenue SE  
Calgary, Alberta, T2G 0S7

# RESIDENT DIRECT MAIL LETTER



Area Redevelopment Plan (ARP) to support the master plan vision and guide policy in the area. As residents of the district, your voice is critical to ensure the values of community stakeholders are heard and reflected in the final master plan.

To provide your input please visit [www.calgary.ca/beltlinearp](http://www.calgary.ca/beltlinearp) to complete our survey – survey is open until July 16.

Courtesy of CMLC, at the end of the survey you'll have the option to enter for a chance to win a \$1000 Entertainment Prize Package including: two (2) tickets to the Calgary Flames 2018/19 Season Home Opener, \$200 gift card to Cardinale Restaurant, and \$200 Ticketmaster gift card.

Sincerely,

JACK OLSON  
Marketing Coordinator, Research/Insights & Events

Calgary Municipal Land Corporation  
430 - 8 Avenue SE  
Calgary, Alberta T2G 0L7  
O 403.718.9403  
Email: [jolson@calgarymlc.ca](mailto:jolson@calgarymlc.ca)

[calgarymlc.ca](http://calgarymlc.ca)



# APPENDIX E

## LANDOWNER LETTERS

# LETTER 1



February 14, 2018

***An opportunity to preview the new master plan for Victoria Park – exclusively for Victoria Park landowners***

Dear Victoria Park landowner,

You're receiving this letter because you hold the title to Victoria Park land that resides within the geographic boundary of the Rivers District. Occupying 504 acres on downtown Calgary's east end, the Rivers District encompasses east Victoria Park, East Village, Stampede Park and the eastern edge of the downtown core. It is bound on the north by the Bow River, on the east and south by the Elbow River and on the west (for the most part) by 1st Street SE.

In early 2017, Calgary Municipal Land Corporation – the placemaking and development team that accomplished the seemingly impossible by bringing Calgary's oldest and most neglected neighborhood, East Village, dramatically back to life – committed \$150 million to strategic infrastructure improvements in Victoria Park. Just as infrastructure improvements were key to attracting investment and redevelopment in East Village, CMLC's investments in Victoria Park aim to kick-start urban renewal and community revitalization south of 9th Avenue SE.

Like we did in East Village, CMLC is advancing a 20-year redevelopment program for (east) Victoria Park. Our vision imagines the community as a vibrant, high-density, mixed-use neighbourhood that draws on the beauty of its natural surroundings, the strength of its cultural heritage and the spirit of entertainment that resides in its DNA. As this community is *Calgary's Entertainment and Cultural District*, our vision imagines that it will one day be home to some 8000 residents and over 4 million square feet of new development. It is also imagined to be home to a modernized arena facility and expanded convention space.

With the redevelopment of East Village gaining momentum, the expansion of Stampede Park underway, large infrastructure projects either completed or in progress on the east side, and growing interest in Victoria Park, the east end is poised for a major leap forward. With a strategic approach to placemaking, it can develop into one of the world's most progressive master-planned cultural and entertainment districts and destinations.

© 403.798.0300  
F 403.798.0500  
info@calgarymlc.ca  
calgarymlc.ca

Calgary Municipal Land Corporation  
430 - 5 Avenue SE  
Calgary, Alberta, T2G 0S7

# LETTER 1



## **And that's where the Rivers District Master Plan comes in.**

To guide redevelopment efforts and help realize the vision for a master-planned downtown district, CMLC began work in 2017 on an imaginative, practical, forward-thinking Master Plan for Victoria Park and the broader Rivers District. CMLC has also signed a Memorandum of Understanding with Calgary Stampede to provide planning and development strategy to help them realize their own concept plan for Stampede Park and ensure it integrates within the overall community redevelopment context.

With assistance from our carefully selected Design Collaborative and Master Planning Team – Denver-based **Civitas** and Calgary's **Gibbs Gage Architects** and supported by stakeholders of the broader community – CMLC has completed an initial draft of the Rivers District Master Plan. As part of the master planning process, we completed a comprehensive study of the area, conducted research into the demographic and psychographic profiles of future Victoria Park residents, and completed a demand study for future retail development in the area.

As a first step, though, we are inviting Victoria Park landowners to meet with us to review the draft Master Plan principles and have the first opportunity to understand the holistic vision for the community and how CMLC's investment in the district will unfold and stimulate further investment in the area.

You will also be receiving a letter shortly from The City of Calgary to inform you more about the policy planning process unfolding concurrently and opportunities to participate.

If you would like to take advantage of this opportunity to review and discuss the Rivers District Master Plan before CMLC begins our public engagement program in April, please contact Clare LePan, Director of Marketing and Communications at [clepan@calgarymlc.ca](mailto:clepan@calgarymlc.ca) or 403-718-0300.

We will also be hosting an information session for area land owners, in collaboration with the City of Calgary and we encourage you to attend. Details for this event are:

**Wednesday, April 4, 2018**  
**Main Floor, St Louis Building, 430 8 Ave SE**  
**3:00 – 5:00 pm**

# LETTER 2



June 1, 2018

***An opportunity to provide your input in the new master plan for east Victoria Park – exclusively for landowners***

Dear Victoria Park landowner,

In February of this year, you were sent the correspondence included below, providing you the first opportunity to review a draft of the Rivers District Master Plan. Since that time we have been in the process of conducting a city-wide public engagement program for the Rivers District Master Plan, as such we are reaching out to you once again to ensure we have received your feedback. As a landowner in the community we want to hear from you to ensure the values of community stakeholders are heard and reflected in the final master plan.

Please complete the included landowner survey and mail back to Calgary Municipal Land Corporation, 430 8 Avenue SE, Calgary AB T2G 0L7. Alternatively, you may email a copy of your completed survey to [JOLSON@CALGARYMLC.CA](mailto:JOLSON@CALGARYMLC.CA).

Should you like to speak with directly to the master plan team at CMLC, please let me know.

Sincerely,  
JACK OLSON  
Marketing Coordinator, Research/Insights & Events

Calgary Municipal Land Corporation  
430 - 8 Avenue SE  
Calgary, Alberta T2G 0L7  
O 403.718.9403  
Email: [jolson@calgarymlc.ca](mailto:jolson@calgarymlc.ca)

O 403.718.9403  
F 403.718.0503  
[info@calgarymlc.ca](mailto:info@calgarymlc.ca)  
[calgarymlc.ca](http://calgarymlc.ca)

Calgary Municipal Land Corporation  
430 - 8 Avenue SE  
Calgary, Alberta T2G 0L7

# LETTER 2



Copy of original letter dated: February 14, 2018

***An opportunity to preview the new master plan for Victoria Park – exclusively for Victoria Park landowners***

*Dear Victoria Park landowner,*

*You're receiving this letter because you hold the title to Victoria Park land that resides within the geographic boundary of the Rivers District. Occupying 504 acres on downtown Calgary's east end, the Rivers District encompasses east Victoria Park, East Village, the Stampede grounds and the eastern edge of the downtown core. It is bound on the north by the Bow River, on the east and south by the Elbow River and on the west (for the most part) by 1st Street SE.*

*In early 2017, Calgary Municipal Land Corporation – the placemaking and development team that accomplished the seemingly impossible by bringing Calgary's oldest and most neglected neighborhood, East Village, dramatically back to life – committed \$150 million to strategic infrastructure improvements in Victoria Park. Just as infrastructure improvements were key to attracting investment and redevelopment in East Village, CMLC's investments in Victoria Park aim to kick-start urban renewal and community revitalization south of 9th Avenue SE.*

*Like we did in East Village, CMLC is advancing a 20-year redevelopment program for (east) Victoria Park. Our vision imagines the community as a vibrant, high-density, mixed-use neighbourhood that draws on the beauty of its natural surroundings, the strength of its cultural heritage and the spirit of entertainment that resides in its DNA. As this community is Calgary's Entertainment and Cultural District, our vision imagines that it will one day be home to some 8000 residents and over 4 million square feet of new development. It is also imagined to be home to a modernized arena facility and expanded convention space.*

*With the redevelopment of East Village gaining momentum, the expansion of Stampede Park underway, large infrastructure projects either completed or in progress on the east side, and growing interest in Victoria Park, the east end is poised for a major leap forward. With a strategic approach to placemaking, it can develop into one of the world's most progressive master-planned cultural and entertainment districts and destinations.*

***And that's where the Rivers District Master Plan comes in.***

[calgarymlic.ca](http://calgarymlic.ca)

# LETTER 2



*To guide redevelopment efforts and help realize the vision for a master-planned downtown district, CMLC began work in 2017 on an imaginative, practical, forward-thinking Master Plan for Victoria Park and the broader Rivers District. CMLC has also signed a Memorandum of Understanding with Calgary Stampede to provide planning and development strategy to help them realize their own concept plan for Stampede Park and ensure it integrates within the overall community redevelopment context.*

*With assistance from our carefully selected Design Collaborative and Master Planning Team – Denver-based **Civitas** and Calgary's **Gibbs Gage Architects** and supported by stakeholders of the broader community – CMLC has completed an initial draft of the Rivers District Master Plan. As part of the master planning process, we completed a comprehensive study of the area, conducted research into the demographic and psychographic profiles of future Victoria Park residents, and completed a demand study for future retail development in the area.*

# APPENDIX F

## PRESS RELEASES



April 5, 2018  
FOR IMMEDIATE RELEASE

### **A BOLD VISION FOR CALGARY'S CULTURAL AND ENTERTAINMENT DISTRICT**

*Public engagement process kicks off for Rivers District Master Plan*

(CALGARY, AB) • Calgary Municipal Land Corporation (CMLC) – the placemaking and development team that accomplished the seemingly impossible by bringing Calgary's oldest and most neglected neighbourhood, East Village, dramatically back to life—has spent the past 12 months creating an imaginative, practical, forward-thinking master plan for east Victoria Park: the *Rivers District Master Plan*.

Aided by our carefully selected master planning team and supported by stakeholders throughout the broader community, CMLC recently completed an initial draft of the *Rivers District Master Plan* and is now embarking on a robust public engagement program, in coordination with the City of Calgary, to solicit ideas and feedback from Calgarians on the vision for a 21<sup>st</sup> century Cultural and Entertainment district in downtown Calgary's east end.

"Just as we did for East Village, CMLC is advancing a 20-year redevelopment program for east Victoria Park," says Susan Veres, senior vice president of strategy & business development. "Rather than reinventing the community as something it simply isn't, our vision imagines a high-density, mixed-use neighbourhood that draws on the beauty of its natural surroundings, the strength of its cultural heritage and the spirit of entertainment that resides in its DNA. With plans for more than four million square feet of new development, this community will one day be home to some 8,000 residents. CMLC also envisions modernized amenities – event centre/arena facility and expanded convention space – along with new offerings, as key elements in our vision for an east-end Cultural and Entertainment District."

Crafted for seamless integration with the existing urban fabric—including several heritage buildings and the Elbow River—and as a compliment to the Stampede Park Concept Plan, the *Rivers District Master Plan* will help reshape the area as an active, walkable, accessible community with enhanced connections to adjacent neighbourhoods.

Bound on the north by 9<sup>th</sup> Avenue SE, the Elbow Rivers to the south and east and 1<sup>st</sup> Street SE on the west, the *Rivers District Master Plan* is structured around six character areas that establish a foundation for successful urban redevelopment. Key strategies that form the backbone of the master plan include creating primary connections in and out of the district, improving pedestrian and bike connections, developing open spaces, improving urban form and residential offerings, and creating a district 'heart' that becomes the front door to the Cultural and Entertainment district.

"We designed the master plan vision to be flexible enough to imagine and integrate modernized amenities as well to transform Stampede Trail into a festival street and retail destination," adds Veres. "As development progresses, the plan and community can accommodate and support a variety of entertainment and cultural amenities."



In 2017, CMLC committed \$150 million to fund strategic infrastructure improvements in Victoria Park. Just as infrastructure improvements were key to attracting investment and redevelopment in East Village, CMLC's investment in Victoria Park aims to kick-start urban renewal and community revitalization south of 9th Avenue SE.

With a draft of the *Rivers District Master Plan* now complete, CMLC is embarking on a joint public engagement process with the City of Calgary, which is concurrently starting the process to amend the Beltline Area Redevelopment Plan (ARP), originally adopted in 2006 by City Council. The amendments to the ARP will address the issues and concerns outlined by citizens through the public engagement activities and to help support the vision outlined in the *Rivers District Master Plan*.

"The City realizes the tremendous development opportunities in east Victoria Park and we're excited about the opportunity to help support the creation of a livable, vibrant and urban district for all Calgarians to enjoy," says Ryan Hall, senior planner, The City of Calgary. "Our goal is to listen to the needs of our citizens and translate those into policy that will guide future development in the area."

Running from April to July 2018 and spanning nearly every Ward of the city, the joint engagement program will engage Calgarians about how they currently experience east Victoria Park and how they imagine a modernized Cultural and Entertainment district for their city.

"We're thrilled to be starting the engagement program and look forward to hearing Calgarians' bold ideas for east Victoria Park – the city's Cultural and Entertainment district," says Clare LePan, director of marketing & communications, CMLC. "Public engagement has been key in shaping the vision for many CMLC-led infrastructure projects—Calgary's New Central Library, RiverWalk and the revitalized St. Patrick's Island among them. We're really interested in hearing what Calgarians have to say about our vision for east Victoria Park."

CMLC and the City of Calgary will kick off its public engagement efforts with an Open House in East Village on April 11 and proceed with a series of events at locations across the city.

Calgarians will also have opportunities to share their ideas and opinions online through a public survey launching April 11, 2018. A complete list of events and activities is available on both the CMLC and City of Calgary websites: [www.calgarymlc.ca/riversdistrictmasterplan](http://www.calgarymlc.ca/riversdistrictmasterplan) or [www.calgary.ca/beltlinearp](http://www.calgary.ca/beltlinearp)

The findings from the public engagement program will inform the final master plan, currently scheduled for release in December 2018 and the Beltline ARP amendments scheduled for a Public Hearing of Council in early 2019.

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-30-

For more information on the Rivers District Master Plan:  
Clare LePan, Director Marketing & Communications, CMLC  
[clepan@calgarymlc.ca](mailto:clepan@calgarymlc.ca)  
(C) 403.618.3525  
(O) 403.718.0300

# APPENDIX G

## SOCIAL MEDIA POSTS

# FACEBOOK



# INSTAGRAM





## INTRAGRAM STORY



**HELP SHAPE  
CALGARY'S  
BOLD NEW  
CULTURE &  
ENTERTAINMENT  
DISTRICT**

**Share your vision  
of a 21st-century  
east Victoria Park.**

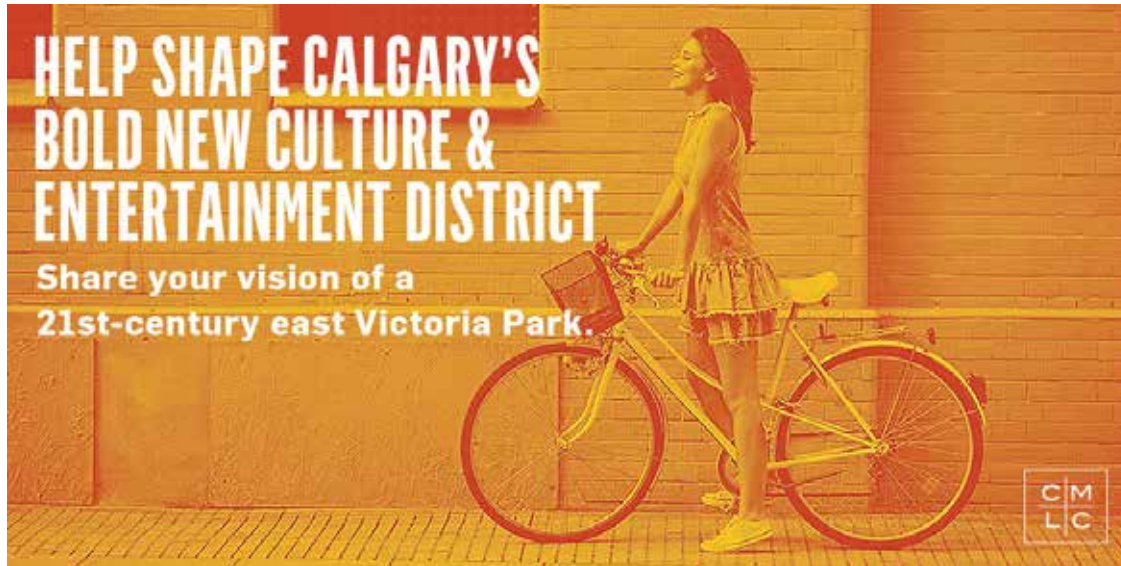


**HELP SHAPE  
CALGARY'S  
BOLD NEW  
CULTURE &  
ENTERTAINMENT  
DISTRICT**

**Share your vision  
of a 21st-century  
east Victoria Park.**



# TWITTER



# APPENDIX H

## EVENT PICTURES



# MUSIC MILE



# COMIC EXPO

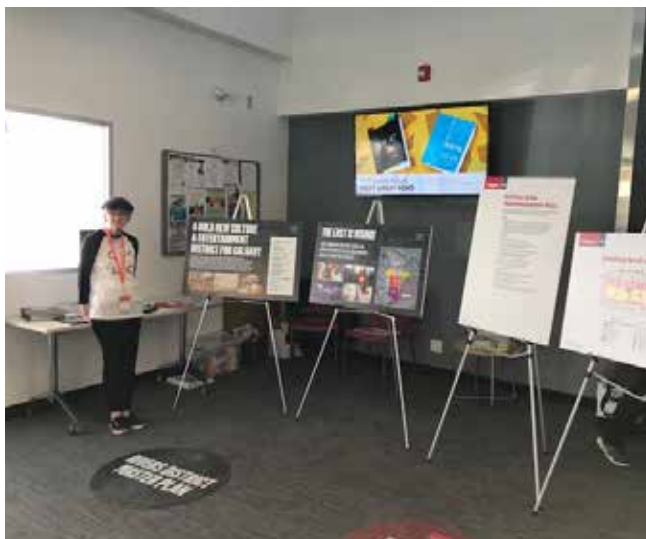




# EAST VILLAGE JUNCTION



# FOREST LAWN



# LILAC FESTIVAL



# ROPE SQUARE





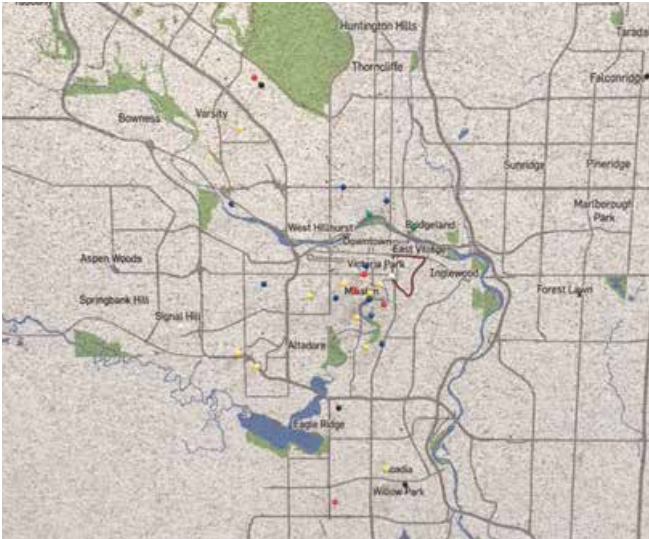
# SHANE HOMES



# SHAWNESSY YMCA



# SUNRIDGE SHOPPING CENTRE



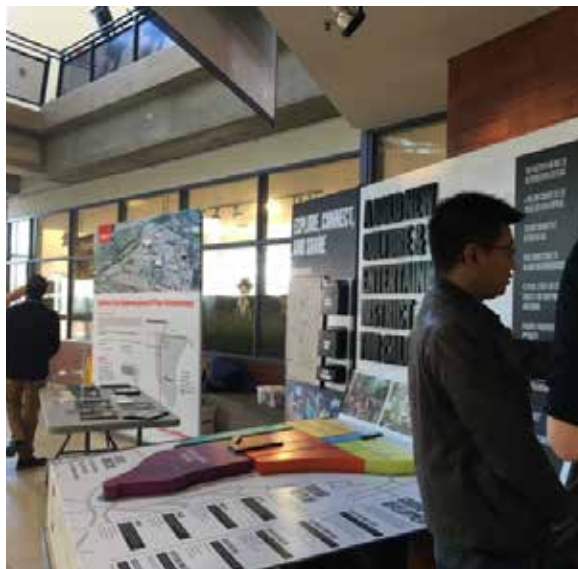
# WESTSIDE CARAVAN



# APPENDIX I

## ENGAGEMENT BOOTH DESIGN





# CHARACTER AREAS

NEIGHBOURHOOD

CENTRE

A high-density, high-intensity, mixed-use area adjacent to the future Green Line LRT station, neighbouring East Village and close to lively entertainment and cultural offerings. Here, residential, office, hotel, neighbourhood retail, restaurants and services come together.

LIVELY RESTAURANTS

& RETAIL

RESIDENTIAL

TRANSIT →

← ACCESS

CONDOS

RIVER FRONT

RESIDENTIAL

A residential neighbourhood designed for Calgarians young and old to live and thrive in the urban environment. Here, the water's edge of the Elbow River becomes an accessible and walkable front porch.

SOCIALLY CONNECTED

EASY ACCESS TO THE ELBOW RIVER

ACTIVE

RESIDENTIAL HUB OF THE COMMUNITY

DIVERSE



TRANSITIONAL

MIXED USE



A neighbourhood of high-density residential towers with a combination of restaurants, commercial and office space. The area weaves neighbourhoods together, easing the east-west transition, and facilitating the discovery of exciting Beltline communities.



NEIGHBOURHOOD

RESTAURANTS AND RETAIL

CONNECTING EXISTING COMMUNITIES

SIGNATURE ARCHITECTURE





EAST / WEST CONNECTION

RESIDENTIAL TOWERS

EVENTS

AGRICULTURE, LARGE EVENTS & FESTIVALS

As Calgary's focus of fun for more than a century, this is where big things happen, year round, day and night—from rodeo to concerts and conferences. Your get-togethers, your good times and your memories are all right here.



ENJOY PLAY

CALGARY STAMPEDE

FESTIVALS & EVENTS





GATHER



CONCERTS

SHOWS

LIVE MUSIC






# CHARACTER AREAS

THE


CEE

CULTURE, ENTERTAINMENT  
& EDUCATION DISTRICT



Here's the heart and the hub: modern amenities in the BMO Centre and Arena Facility—along with the Youth Campus—are integrated with lively festival streets, urban plazas and riverfront parks. Here is a dynamic national destination and centre of civic pride, gathering, activity, history and modern uses.

CELEBRATION



FESTIVAL STREET

WORLD-CLASS  
ATTRactions

HUB OF THE ENTERTAINMENT DISTRICT




MODERNIZED AMENITIES

HEART OF  
THE DISTRICT





WAREHOUSE  
DISTRICT



A mix of commercial, office and residential spaces will take over restored warehouses that reflect the unique character of an area featuring historic brick buildings, most built between 1900 and 1930.

CALGARY  
HERITAGE



RESTORED

CHARACTER



HIST-  
ORIC

BRICK  
BUILD-  
INGS

UNIQUE STREET  
EXPERIENCE



## RECEPTION/SITE

# SHARED CITY

## AT A GLANCE



## IN THE AREA

The 100-year-old of American cinema (which began) Americans were one of the early suggest attractions, but with a variety of technology, image, science, literature, sports, and art, cinema is continuing to contribute to the growth of a diverse high-tech, cinema world. It is one of the most important media in the 21st.



# A GATHERING PLACE

Nutrient-rich is the Blackfoot word for the area where the Elbow and Bow rivers meet. This has been a gathering place for First Nations people since time immemorial.

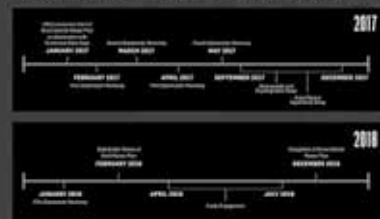
In 1871, the Crown and Blackfoot, Tsuut'ina, and Stoney-Nakoda leaders signed Treaty 7. The agreement gave territory exchanged for reserves, education, and healthcare.

Since the first Exhibition in 1886 and at every Stampede since 1912, Canadians have gathered in Victoria Park to celebrate western heritage. The event has come to symbolize city spirit and spirit.

On a job with gathering and entertainment as its DNA, the regular plan narrates the stories and histories of this land and its people, then and now.



## SHAPING RIVERS DISTRICT, A TIMELINE



# RECEPTION/SITE

## EXPLORE, CONNECT, AND SHARE

WHERE DO YOU LIVE?



TAKE OUR BROCHURE

TAKE OUR SURVEY

PIN YOUR NEIGHBORHOOD




## A SUCCESSFUL TEAM. A NEW CHALLENGE.

### WHO IS CMLC?

Calgary Municipal Land Corporation is the placemaking team behind the successful East Village redevelopment and is leading the master plan development for the east Victoria Park area of the Rivers District.

For more information, visit us at [calgarymllc.ca](http://calgarymllc.ca)



# MASTERPLAN

# A BOLD NEW CULTURE & ENTERTAINMENT DISTRICT FOR CALGARY

Imagine a 21st-century east Victoria Park where living, working, connecting and playing come together—creating lively streets, parks and gathering places day and night. You come to cheer for the Calgary Flames, stroll the Elbow River Park, hear opera, take in a conference, dance at Calgary Stampede, visit friends at home in Victoria Park, or meet for dinner. Later? Walk over to East Village for an event at the New Central Library.

THE MASTER PLAN WILL BE  
DELIVERED OVER 20 YEARS

4 MILLION SQUARE FEET OF MIXED-USE DEVELOPMENT

150,000 SQUARE FEET  
OF NEW RETAIL

### NEW CONNECTIONS TO NEARBY NEIGHBOURHOODS

FESTIVAL STREET OFFERS CHOICES FOR SHOPPING AND DINING

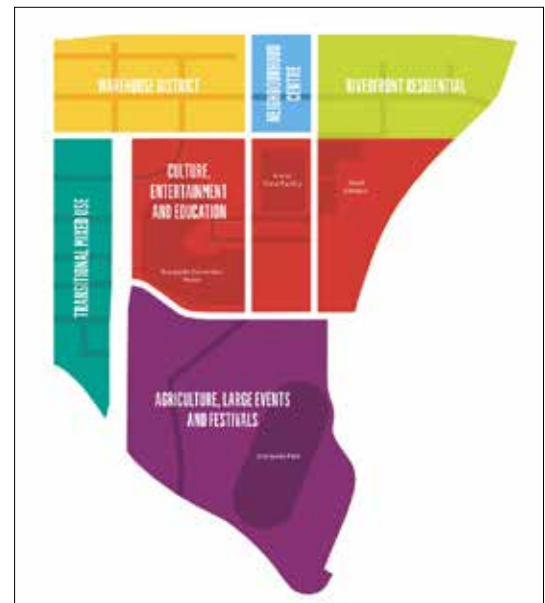
**IMAGINES MODERNIZED  
AMENITIES:  
BMO CENTRE EXPANSION  
AND ARENA FACILITY**

NEW BIKE LANES AND  
EXPANDED RIVERWALK

8,000 RESIDENTS

## PLACES TO LIVE AND WORK

NEW GREEN LINE LIST



# APPENDIX J

## BROCHURE DESIGN

# A BOLD PLAN FOR RIVERS DISTRICT

Designing an urban culture and entertainment district



## THE EAST IS RISING!

There's momentum, investment, growth and energy everywhere on the east side of Calgary—and east Victoria Park is part of it.

In 2007, Calgary Municipal Land Corporation (CMLC) was established to redevelop East Village from the ground up—a monumental undertaking to be delivered over 20 years. The momentum underway in East Village is staggering, inspiring and affirming. Left for dead more than once, the city's oldest neighbourhood (and for decades, its most neglected and disadvantaged) is now halfway through its master-planned renaissance as a desirable, walkable, lively riverside destination. Watching a new East Village rise against the skyline of downtown Calgary is undeniably exciting. It demonstrates what can happen when collaboration, creativity, determination, passion and plain old hard work prevail.

Having now completed the site's share of our planned horizontal infrastructure upgrades and public realm improvements in East Village, CMLC is creating a vision for east Victoria Park within Rivers District—a 20-year vision that will result in four million square feet of mixed-use development and more than 8,000 new residents moving into a vibrant community nestled on 500 acres of Calgary's downtown east side. Specifically to east Victoria Park, the master plan vision has been designed to be flexible enough to imagine and integrate numerous amendments (arena facility and an expansion of the BMO Centre) and the delivery of a Stampede Trail, retail destination. As

the development progresses, the plan and community will accommodate and support a variety of entertainment and cultural amenities.

This part of downtown Calgary, which includes Stampede Park and the BMO Centre, has long stood as the city's entertainment epicentre. Rather than reinventing it as something it simply isn't, CMLC imagines east Victoria Park as a vibrant, high-density, mixed-use community that draws on the spirit of entertainment that resides in its DNA, as well as its natural surroundings. Integrating the existing urban fabric—including several heritage buildings, the Calgary Stampede grounds and the Elbow River—and reshaping east Victoria Park as an active, walkable, accessible community with enhanced connections to adjacent neighbourhoods are among our most important goals.

In east Victoria Park, we have the opportunity to infuse new energy and new life into the district while attracting developers that respect the community's history and envisioned future. To satisfy CMLC's commitment to the Rivers District Master Plan vision and kick-start the community's renewal, we are combining our placemaking expertise with an investment of \$250 million toward planning and infrastructure improvement projects in east Victoria Park.





# GUIDING PRINCIPLES FOR SHAPING THE RIVERS DISTRICT

The vision for the Rivers District Master Plan is to create an **AUTHENTIC**, **CONNECTED**, **RESILIENT**, and **VIBRANT**, culture and entertainment district in which 8,000 people from diverse backgrounds and across demographics will one day live. It imagines a community that resonates with 'Event Enthusiasts,' thrill seekers who look for an active and action-packed lifestyle, along with 'Trend Setters' whose dynamic and ambitious

personalities seek an urban lifestyle community in which to live, work and build their families. Integrating into the city and established downtown neighbourhoods, the district will appeal to those individuals not only by becoming the premier culture and entertainment destination of the region, but also by becoming home to those seeking the excitement and convenience of urban living.



An **AUTHENTIC** Rivers District is a distinct Calgary experience that celebrates the history and heritage of the neighbourhood and city. The master plan:

- Cultivates culture and entertainment identity
- Creates a year-round destination that sustains and expands the potential of the 10-day event
- Builds an inner city community—8,000 residents strong—who are Trend Setters and Event Enthusiasts who crave to be at the centre of attraction



A **CONNECTED** Rivers District links adjacent neighbourhoods to the district, the river and one another. We seek to redevelop, implement and activate public infrastructure to meet the needs of the community and the City of Calgary as our sole shareholder. The master plan:

- Re-knits the urban fabric
- Improves walkability and bikeability
- Creates a network of parks and open spaces
- Connects to the Elbow River

A **RESILIENT** Rivers District exemplifies best practices for urban infill, economic development, green infrastructure and transit-oriented design. We will manage the investment in land and infrastructure for optimal financial return. The master plan:

- Promotes economic resiliency
- Encourages environmental sustainability
- Enhances social sustainability
- Attracts private investment and sustains a destination and local economy
- Encourages urban lifestyles that are associated with improved human health



A **VIBRANT** Rivers District is an active, mixed-use district, with a series of distinct places and spaces. It is the heart and gathering place for adjacent neighbourhoods and a regional destination. The master plan:

- Promotes inner city density
- Encourages high-quality urban design
- Creates a new and distinct district
- Creates a neighbourhood centre



The *Woods District Master Plan* is structured around key strategies that physically define character areas, modify functions, and create the backbone for sustainable redevelopment. The following five Character Areas articulate the unique quality of each sub-area and define how building forms, land use, and streets in each area interface with each other:

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These are largely, again, temporary, though not always so. The fact that the world is changing so rapidly, and that the pace of change is accelerating, is a source of both opportunity and challenge for the business community. The business community must be able to respond to these changes in a timely and effective manner. This requires a high degree of flexibility and adaptability. It also requires a strong commitment to innovation and research and development. The business community must be able to identify and exploit new opportunities, and to develop new products and services that meet the needs of the market. This is a challenging task, but it is one that must be undertaken if the business community is to remain competitive in the global market.

Self-awareness is not a static, unchangeable quality. It is a dynamic process that grows and improves as we learn about ourselves and the world around us. Self-awareness allows us to understand our emotions, thoughts, and behaviors, leading to personal growth and improved relationships. This growth happens through reflection, experience, and feedback. The more we understand ourselves, the better we can manage our emotions, make decisions, and interact with others. Self-awareness is a journey, not a destination, and it is essential for personal and professional success.

Implementing a high-quality research-based curriculum is a complex process that requires a variety of supports. The authors discuss the importance of providing ongoing professional development for teachers and administrators, as well as the need for a supportive school culture that values learning and innovation.

AND EDUCATION

## AGRICULTURE: LARGE EVENTS AND FESTIVALS

[illegible]

## Planning and designing for connectivity

© 2006 Blackwell Publishing Ltd, *Journal of Internal Medicine* 260: 395–403

- [illegible]

- 2010-2011**

- © 2000 Blackwell Science Ltd, *Journal of Internal Medicine* 247: 105–112

The vision for Rivers District is to create an authentic, connected, resilient and vibrant, culture and entertainment district for the city of Calgary. We believe all that's needed is an imaginative, practical, forward-thinking master plan. And that's exactly what we're creating.

To learn more about the Rivers District Master Plan process and for upcoming public engagement activities, visit [calgarymlc.ca/riversdistrictmasterplan](http://calgarymlc.ca/riversdistrictmasterplan)

