

West LRT Public Art Process

Public Engagement Plan



PREPARED BY:

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INTRODUCTION

The City of Calgary has initiated the public art process to commission public art for installation along the West LRT transit line in southwest Calgary. As per Council's direction, this public art process will include the incorporation of the original Centre Street Lions.

The aim of the public art process is to install art along the West LRT transit line that will heighten the pedestrian and rider experience along the corridor, engage walkers and riders at various points throughout their journey, or while they wait on platforms, making the experience of being in and moving through the corridor a stimulating and interesting one.

The artist will consider the potential opportunities that exist to preserve or reinterpret the original Centre Street Lions in a variety of distinct, creative and innovative ways, within a contemporary context.

The Public Art Program is committed to incorporating citizen engagement throughout the course of the public art process. This public engagement plan sets out the details that will guide the development and execution of a variety of opportunities for interested community members, stakeholders and citizens at large to be engaged in the West LRT Public Art Process.

**A separate Communication Plan (developed by the City of Calgary's Communications Representative) will outline the proposed tactics to be used in support of this Public Engagement Plan*

OPPORTUNITY TO BE ADDRESSED

How to develop and implement a public art plan for West LRT that aims to incorporate the Centre Street Lions and takes into consideration the aspirations of citizens and key stakeholders

PUBLIC ENGAGEMENT GOAL

To consult with interested community members, key internal and external stakeholders, and special interest groups in conjunction with the acquisition of public art for the West LRT transit line.

The overall objectives for the public engagement process are:

- To provide information about public art – its potential and purpose, the process of commissioning and creating it, and the role that community and citizens will play in its realization.

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- To create opportunities where citizens can provide input into the WLRT public art process to ensure public aspirations and concerns are understood, addressed and incorporated to the maximum extent possible.
- To provide an opportunity for dialogue around the Centre Street Lions that encourages thoughtful consideration of these historical objects. The input gathered from the dialogue will influence how the lions will be incorporated into the public art installed along the WLRT line.

SITUATION ANALYSIS

An assessment of the situation as it appears at the beginning of the project:

- There was a lot of negative reaction to a public art installation late in 2013, including comments by members of Council and the Mayor, as well as negative media stories. The negativity around public art continues to the present time, and it will be necessary to plan for people's initial reactions and positional opinions on this project.
- Council made a decision in 2013 to incorporate the original Centre Street Lions into the West LRT public art. It is unclear at this time what people feel about this decision, although the public art staff have some anecdotal evidence that some people don't want them incorporated. It will be necessary to have a clear understanding from the Public Art Program as to how this will be handled. Can members of the public have any influence on the Council decision or not?
- The timeline for engagement is set to coincide with the public art process, which results in long time periods between engagement opportunities. Some people may be frustrated by this hurry up and wait kind of scenario, so it will be imperative to be very clear about the timeline and the public art process within which the engagement is taking place.
- There is good evidence that citizens are unclear as to how the public art process works – how artists are chosen, and how a certain piece of art becomes part of a particular project. It will be imperative to share information about the process and how decisions will be made in order to build understanding and trust.

PROJECT SCOPE

This public engagement process will provide opportunities for citizen involvement at key milestones in the public art process. The dialogue with participants will focus on gathering input that will be considered in developing the guiding principles for the art acquisition, developing an understanding of people's concerns, aspirations and views on public art for the West LRT transit line that can be considered by the chosen artist, the potential opportunities that exist for public art, and the incorporation of the Centre Street Lions. Specifically, the public engagement process will include:

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1. A Community Advisory Committee (CAC) that will meet throughout the public engagement process for the purposes of:
 - providing feedback and advice on a variety of items related to both the public engagement process and the public art process
 - bringing forward issues and concerns related to items under discussion on behalf of their community or the organization they represent
2. A Community Workshop will be held in June 2014 for the purposes of outlining the process, the project and the public engagement, as well as gather input from participants about their aspirations and concerns about public art, including the incorporation of the Centre Street Bridge Lions.
3. Two Focus Group Sessions with the geographic and ridership communities, and one with the CAC to learn more about the communities, and their sentiments around the Lions and public art overall.
4. A Public Information Session where the artist/artist team will present his/her past work, and preliminary conceptual approach for the WLRT line. Feedback received will be considered by the Public Art Program and the artist/team in the development of the final concepts.
5. Online surveys will be used to gather feedback at key milestone points in the process, giving those who may not be able to participate in any of the above scheduled events an opportunity to participate in the process.

LEVEL OF ENGAGEMENT

This public engagement plan is designed within The City of Calgary's engage! Policy. The overall level of engagement for this project will be at the CONSULT level. The Community Advisory Committee will operate at the COLLABORATE level and the Public Information Session in June 2015 at the LISTEN & LEARN level.

There are certain milestones in the public art process where we will look to the public for input and we will use their input to the maximum extent possible in making the decisions. At other points in the process, where the public art program or the public art board will be making the decision, our aim will be to ensure information about the decisions being made is shared with the public.

PROMISE TO THE PUBLIC: We will work with citizens and key stakeholders to understand issues, concerns and aspirations around public art for the WLRT, and we will ensure the input is incorporated to the maximum extent possible. We will advise how consultation affected the decisions made.

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This public engagement process will rely heavily on face to face opportunities to gather input from participants. However, at various milestones throughout the process, online surveys will be launched to gather input from those who are interested but unable to participate in person.

Our efforts to INFORM stakeholders will be ongoing throughout this public engagement process. Important aims of the engagement process include: providing balanced and objective information so that people understand the public art process and how their input will be used; and raising awareness in regards to public art in general and how it fits within The City's overall vision for a vibrant community. The City's communication strategy will outline how ongoing information will be provided in a timely manner, through a variety of channels, e.g. project website, email updates, community websites, etc.

LISTEN & LEARN	CONSULT	COLLABORATE
<ul style="list-style-type: none"> ▪ Public Information Session – (June – 2015) <ul style="list-style-type: none"> ○ Present artist's concepts & gather final input 	<ul style="list-style-type: none"> ▪ Community Workshop (June 2014) <ul style="list-style-type: none"> ○ Gather input from participants on their aspirations for the public art, and the guiding principles for artist selection ▪ Focus Groups – (Feb 2015) <ul style="list-style-type: none"> ○ With the assistance of the chosen artist, gather feedback from participants about their communities ▪ Online Surveys <ul style="list-style-type: none"> ○ Receive input & advise at various stages through the process 	<ul style="list-style-type: none"> ▪ Community Advisory Committee <ul style="list-style-type: none"> ○ Receive input & advice at key milestone points in the process, including: proposed public engagement process, guiding principles for artist selection, participation in a focus group session; and artist concepts
INFORM / COMMUNICATE		
<ul style="list-style-type: none"> ▪ The communications strategy will outline the proposed tactics for driving people to proposed meetings and online surveys ▪ Develop and circulate information outlining the public engagement process and ways to provide input ▪ Share information about what participants tell us and how the input factored into the decisions being made ▪ Share information about the guiding principles that will be used for artist selection and the resulting public art ▪ Build understanding about the public art program and the Jury process for selecting an artist ▪ Provide information on the artist's concepts to a broad audience 		

PUBLIC ENGAGEMENT PLAN**STAKEHOLDERS & ISSUES**

This is a preliminary list of stakeholders and related issues identified at the time of writing this public engagement plan. A stakeholder data base, complete with names and contact information, will be updated throughout the process and will act as the primary source for communication and outreach.

STAKEHOLDERS	ISSUES
INTERNAL STAKEHOLDERS <ul style="list-style-type: none"> ▪ Public Art Board ▪ Heritage Committee ▪ Engagement Resource Unit ▪ Calgary Transit ▪ Culture Division ▪ Community Services & Protective Services ▪ City Manager's Office 	<ul style="list-style-type: none"> ▪ Responsiveness to Council direction ▪ Responsiveness to heritage community ▪ The art will work within the existing infrastructure ▪ The public engagement process will consider the needs of participants ▪ The process will adhere to the proposed timeline ▪ The process will contribute to a better informed public
INTERNAL STAKEHOLDERS – Mayor & Council	<ul style="list-style-type: none"> ▪ Constructive and positive engagement for participants ▪ Community support for West LRT Public Art ▪ Timeliness of Process
EXTERNAL STAKEHOLDERS <ul style="list-style-type: none"> ▪ Communities Adjacent to WLRT line ▪ Special Interest Groups – e.g. Civic Camp, Local Arts Community, AMA ▪ West LRT Users 	<ul style="list-style-type: none"> ▪ Having a role in the public art process ▪ Wanting a role in making decisions about the public art ▪ Installations that please the senses ▪ Don't want to end up with art they don't like or that doesn't fit in the area

External stakeholders will determine their own level of interest and will participate in the way they decide is best for them. This Public Engagement Plan outlines the opportunities for engagement and external stakeholders will self select to participate in the Community Workshop and the Public Open House. Community Associations will be asked to recommend someone from their community to be a member of the Community Advisory Committee. An Expression of Interest will be issued for people to apply to be considered for a public representative on the Jury selected to choose the artist. Participants for the Focus Groups will be chosen through an application process and will adhere to the defined demographic targets.

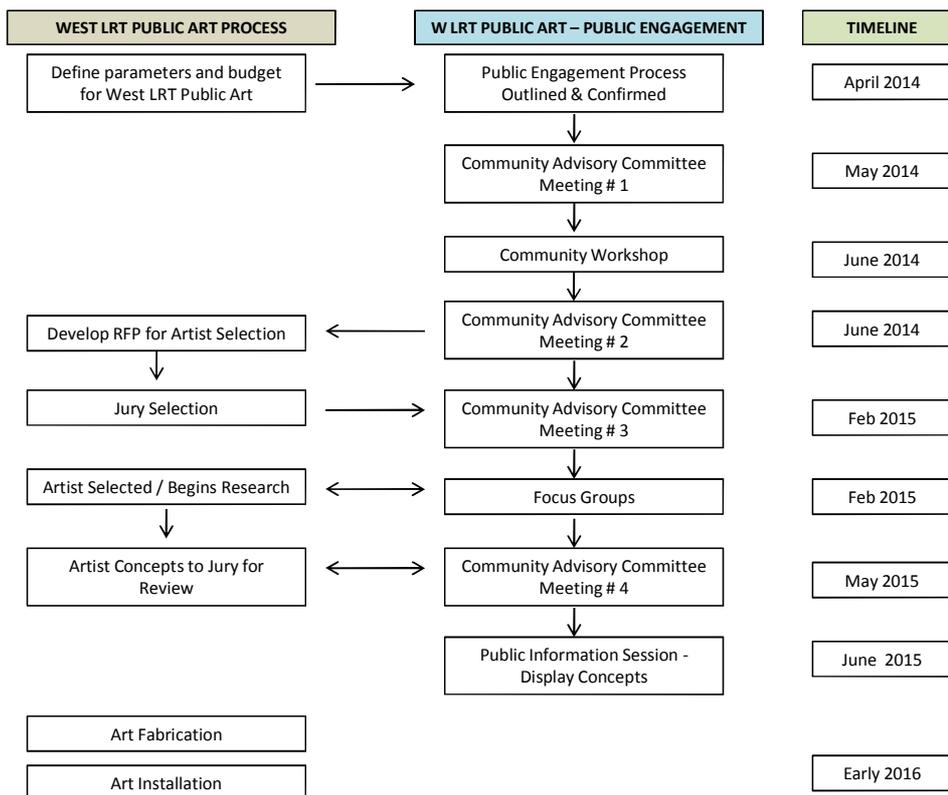
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SPECIAL OUTREACH STRATEGIES (Optional)

Very commonly in public engagement, there are people who are unable to participate in scheduled events or via online methods and there are those who have not been informed about the project through the information channels used. For these groups (e.g. youth, identified demographic targets, etc.) it often requires “special outreach strategies.” This plan does not include any special outreach strategies. However, it is recommended that the consultant and City Team do a regular review to determine if additional strategies are required and need to be added.

PROJECT TIMELINE

The flowchart below shows the key milestone points in the public art process when the public engagement will occur. Dates for public engagement activities have been set to coincide with the public art process, and are preliminary at this point. Any delays in the Public Art Process will affect the engagement timeline.



PUBLIC ENGAGEMENT PLAN

KEY MESSAGES

The most important points to be communicated about the public engagement process

- ✧ The public art process is underway for the West LRT line and opportunities will be available for interested citizens to provide their input.
- ✧ The City team will use the input received through the public engagement activities to the greatest extent possible, and will inform stakeholders how their input has been considered in the public art process.

MEDIA RELATIONS

All media inquiries will be directed to the City of Calgary Media Line: 403-828-2954

PROGRAM EVALUATION

How the stakeholder engagement plan and tactics will be evaluated

- Meeting evaluation & feedback forms
- Online surveys

<p>What are the indicators of success for the engagement process?</p>	<ul style="list-style-type: none"> ▪ A clear definition of the project goals and the role of the public in the process; ▪ The public understands how the information collected will be used in the public art decision making; ▪ A process that provides opportunities for the involvement of a range of demographic groups; ▪ A transparent process that allows easy access to information by any and all interested parties; ▪ Participants are satisfied with how the process evolved and that their time was well spent ▪ Communication was clear, simple and understandable.
<p>What will we measure or evaluate about the engagement process?</p>	<ul style="list-style-type: none"> ▪ Numerical quantities (e.g. number of people who attended events and number of people who provided online feedback assessed relative to pre-set targets); ▪ A range of stakeholders were reached and participated in the process; ▪ Participants were satisfied with the level of inclusiveness, and the appropriateness of the various methods used to engage; ▪ Support of the process and the recommendations.
<p>When and how?</p>	<ul style="list-style-type: none"> ▪ Evaluation of engaged participants – at each event and online to determine satisfaction levels; ▪ Include survey questions to gauge what percentage of stakeholders understand the scope of the process; percentage of those who express confidence in the process; and those who support the process and the recommendations.
<p>What will we do with the results of the evaluation?</p>	<ul style="list-style-type: none"> ▪ Evaluation will be used to adjust the process if and when is necessary ▪ All evaluation results will be included in the Reports prepared

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PROCESS STEPS & TIMELINE

A detailed list of the tools (timing, purpose & materials required). There are four public engagement opportunities for this project.

PRE-ENGAGEMENT			
TECHNIQUE & OBJECTIVE	WHAT NEEDS TO BE DONE?	DELIVERY DATE	RESPONSIBILITY
PUBLIC ENGAGEMENT PLAN Objective: Develop a PE Plan that integrates with the public art process and the pre-selected techniques	<ul style="list-style-type: none"> ▪ Meet with City Team to get background information and direction ▪ Confirm project milestones where engagement will occur ▪ Confirm the decision-making process and the overall objectives of pre-selected techniques 	Sign off by May 9	G Simpson
COMMUNICATIONS STRATEGY Objective: To ensure strong communications to support the public engagement initiatives	<ul style="list-style-type: none"> ▪ Consult with the City Communications Strategist in the development of the strategy to ensure the public engagement needs are covered ▪ Review Communication Plan once it has been prepared by the City's Communications Strategist 	Finalized May 15	GS & Stacey Dyck
PROJECT LAUNCH Objective: To share information about the upcoming public engagement to as wide a range of stakeholders as possible	<ul style="list-style-type: none"> ▪ Confirm process and dates with City Team ▪ Inform Ward 6 & 8 Councilors and other identified stakeholders about the engagement process and timeline ▪ Collaborate with City Team to develop a project highlights sheet which includes info about the first meeting ▪ Circulate to all stakeholders on record ▪ Develop information for project website 		
STAKEHOLDER LISTS Objective: To develop a data base of stakeholders will be updated on an ongoing basis and will serve as a record for the project	<ul style="list-style-type: none"> ▪ Use information on record and other obtained through discussions with City team and others as identified ▪ Develop a database of stakeholders 	May 12	GS
PROJECT HIGHLIGHTS SHEET Objective: To provide an easy to use overview of the project scope, public engagement goal, decision to be made, engagement opportunities, and project timeline	<ul style="list-style-type: none"> ▪ Develop the copy for the Highlights Sheet ▪ Review by City Team and finalize 	May 15	GS
COMMUNITY ADVISORY COMMITTEE (CAC) Objective: To provide an opportunity for community representatives to play a key advisory role in the WLRT public art process	<ul style="list-style-type: none"> ▪ Identify parameters for CAC ▪ Develop a draft Terms of Reference to be signed off by CAC at first meeting ▪ Identify members for CAC ▪ Identify date for Meeting # 1 – and send out invitations 	May 15	GS

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PRE-ENGAGEMENT (continued)			
TECHNIQUE & OBJECTIVE	WHAT NEEDS TO BE DONE?	DELIVERY DATE	RESPONSIBILITY
ON-LINE SURVEYS Objective: To prepare an outline of when on-line surveys will be implemented and the format they will take	<ul style="list-style-type: none"> ▪ Prepare an outline for timing of surveys ▪ Review and confirm with City Team ▪ Implement as indicated 	May 30	GS

ENGAGEMENT # 1 – GATHER INITIAL INPUT FROM STAKEHOLDERS			
TECHNIQUE & OBJECTIVE	WHAT NEEDS TO BE DONE?	DELIVERY DATE	RESPONSIBILITY
COMMUNITY ADVISORY COMMITTEE (CAC) - Meeting #1 Objectives: <ul style="list-style-type: none"> ▪ To provide information on the public engagement process and the role of the CAC in the process ▪ To approve the Terms of Reference ▪ To share information about the upcoming Community Info Sessions & receive input 	<ul style="list-style-type: none"> ▪ With the City Team prepare a meeting Agenda ▪ Develop format for the meeting ▪ Circulate the Agenda and any other information in advance of the meeting ▪ Develop a meeting evaluation form ▪ Organize logistics (cookies, etc.) ▪ Prepare Meeting Notes & circulate 	June 4-14	GS City Team
COMMUNITY WORKSHOP Objectives: <ul style="list-style-type: none"> ▪ To provide an overview of the public art process, the public engagement process and the history and current status of the Centre Street Lions ▪ To gather input related to issues, concerns and aspirations for WLRT public art ▪ To gather input on the draft Guiding Principles 	<ul style="list-style-type: none"> ▪ Book a facility ▪ Develop format for the meeting ▪ Review and confirm with City Team ▪ Prepare meeting materials as required to ensure appropriate information is made available so that participants can partake in a meaningful process ▪ Prepare evaluation form to gauge participants satisfaction with meeting 	June 14-14	GS City Team
REPORTING Objective: To prepare a summary report of the information gathered at the Community Info Sessions	<ul style="list-style-type: none"> ▪ Circulate report to City Team ▪ Circulate to – participants ▪ Post on the project website 	June 30-14	GS

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ENGAGEMENT # 1 – GATHER INITIAL INPUT FROM STAKEHOLDERS (continued)			
TECHNIQUE & OBJECTIVE	WHAT NEEDS TO BE DONE?	DELIVERY DATE	RESPONSIBILITY
<p>COMMUNITY ADVISORY COMMITTEE (CAC) - MEETING #2</p> <p>Objectives:</p> <ul style="list-style-type: none"> ▪ To provide a summary of the input collected at the Community Sessions ▪ To discuss the Guiding Principles and finalize for use in the RFP ▪ To provide information on the composition and function of the Artist Selection Jury and how citizens can be included 	<ul style="list-style-type: none"> ▪ With the City Team prepare a meeting Agenda ▪ Develop format for the meeting ▪ Circulate the Agenda and any other information in advance of the meeting ▪ Develop a meeting evaluation form ▪ Organize logistics (cookies, etc.) ▪ Prepare Meeting Notes & circulate 	June 25-14	GS City Team

ENGAGEMENT #2 – FOCUS GROUPS			
TECHNIQUE & OBJECTIVE	WHAT NEEDS TO BE DONE	DELIVERY DATE	RESPONSIBILITY
<p>FOCUS GROUPS</p> <p>To provide an opportunity for the artist to be a part of the engagement process and learn more from participants about their communities and their aspirations for public art along the West LRT</p>	<ul style="list-style-type: none"> ▪ Determine criteria for participation – i.e. demographically representative/other ▪ Develop questions to be asked ▪ Prepare all related materials ▪ Prepare evaluation form to gauge participants satisfaction with meeting ▪ Book appropriate facility ▪ Review and confirm with City Team ▪ Send out invitations 	Feb 2015	
<p>COMMUNITY ADVISORY COMMITTEE (CAC) - MEETING #3</p> <p>Objectives:</p> <ul style="list-style-type: none"> ▪ To have the CAC participate in the first focus group ▪ To gather feedback from their experience and apply to following Focus Group sessions 	<ul style="list-style-type: none"> ▪ With the City Team prepare a meeting Agenda ▪ Develop format for the meeting ▪ Circulate the Agenda and any other information in advance of the meeting ▪ Develop a meeting evaluation form ▪ Organize logistics (cookies, etc.) ▪ Prepare Meeting Notes & circulate 	Feb 2015	GS City Team
<p>REPORTING</p> <p>Objective: To prepare a Summary Report of the input gathered at the Focus Groups</p>	<ul style="list-style-type: none"> ▪ Circulate report to City Team ▪ Circulate to – participants ▪ Share reports with Ward 6 & 8 Councilors ▪ Post on the project website 	Mar 1-2015	

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ENGAGEMENT # 3 – ARTIST'S CONCEPTS			
TECHNIQUE & OBJECTIVE	WHAT NEEDS TO BE DONE	DELIVERY DATE	RESPONSIBILITY
COMMUNITY ADVISORY COMMITTEE (CAC) - MEETING #4 Objective: To provide a first look at the concepts developed by the artist and provide input	<ul style="list-style-type: none"> ▪ With the City Team prepare an Agenda ▪ Develop format for the meeting ▪ Circulate the Agenda and any other information in advance of the meeting ▪ Develop a meeting evaluation form ▪ Organize logistics (cookies, etc. ▪ Prepare Meeting Notes & circulate 	May 2015	GS City Team
PUBLIC OPEN HOUSE Objectives: <ul style="list-style-type: none"> ▪ To provide a first look at the information that will be presented at the Public Open House and receive input ▪ To present the concepts for the WLRT public art to a broad range of citizens 	<ul style="list-style-type: none"> ▪ Develop a format for the Open House ▪ Assist in the preparation of materials ▪ Develop the feedback form ▪ Organize logistics 	June 2015	
REPORTING Objective: To prepare a Summary Report of comments received	<ul style="list-style-type: none"> ▪ Circulate report to City Team ▪ Share reports with Ward 6 & 8 Councilors ▪ Post on the project website 	June 2015	