

Eventful City Strategy

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Land Acknowledgement

Nose Hill Siksikaitsitapi Medicine Wheel Calgary, Alberta



We would like to acknowledge that this project is located on the traditional territories of the people of the Treaty 7 region in Southern Alberta. This includes: the Siksika, Piikani, and Kainai collectively known as the Blackfoot Confederacy; the Îlethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw, and Wesley First Nations; and the Tsuut'ina First Nation. The City of Calgary is also homeland to the historic Northwest Métis and to Métis Nation of Alberta, Region 3. We acknowledge all Indigenous urban Calgarians, First Nations, Inuit, and Métis, who have made Calgary their home.



The Eventful City Strategy for Calgary

Executive Summary

Festivals and events have been an integral part of cities' social and economic fabric for centuries. They bring people together to share experiences in meaningful ways, provide an outlet for creative expression, support the enrichment of cultural identity, and encourage investment in creative industries.

Recognizing that festivals and events enhance our quality of life and are essential elements in creating complete communities, The City of Calgary's Festival and Event Policy (CSPS032) and Sport for Life Policy (CP2018-03), clearly demonstrate Council's continued commitment to providing opportunities for citizens and visitors to celebrate, gather, connect, share transcultural values and create unique experiences.

The significant value that the creative sector provides to our city is reflected in the diversity of investment The City of Calgary offers to the creative industries. As a core municipal business, festivals and events are delivered through a spectrum of methods including investing in strategic and operational partners, provision of free programs, developing civic infrastructure and enabling event providers to organize safe and diverse activities in public spaces year round.

The City of Calgary works to ensure the benefits of these opportunities are strategically maximized and to support the creative sector as a driver of economic diversity, Calgary has developed the Eventful City Strategy. This strategy demonstrates The City's commitment to our local cultural and creative sectors, by identifying targeted investments and collaboration opportunities which strategically amplify the impact of our efforts to achieve cultural, social, environmental and economic growth and sustainability.

The Eventful City Strategy outlines The City of Calgary's vision and roadmap for creating a vibrant city which identifies Calgary's event culture as celebratory, inclusive and innovative. Designed in collaboration with industry and Calgarians, this strategy proactively shapes the future of the creative sector in Calgary, building upon previous successes and identifying areas for improvement and growth.

As an eventful city, Calgary recognizes that festivals and events:

Strategically drive economic development



Bolster local cultural assets and resources



Generate opportunities for new businesses and investments



Enable a healthy creative and cultural sector



Foster a sense of community through shared experiences



Encourage a diversity of cultural expressions



Contribute to a greener city through proactive infrastructure development



Vision

Enhance the event culture that is celebratory, inclusive, innovative, and that creates shared experience and lasting benefits to local communities, creators and businesses.

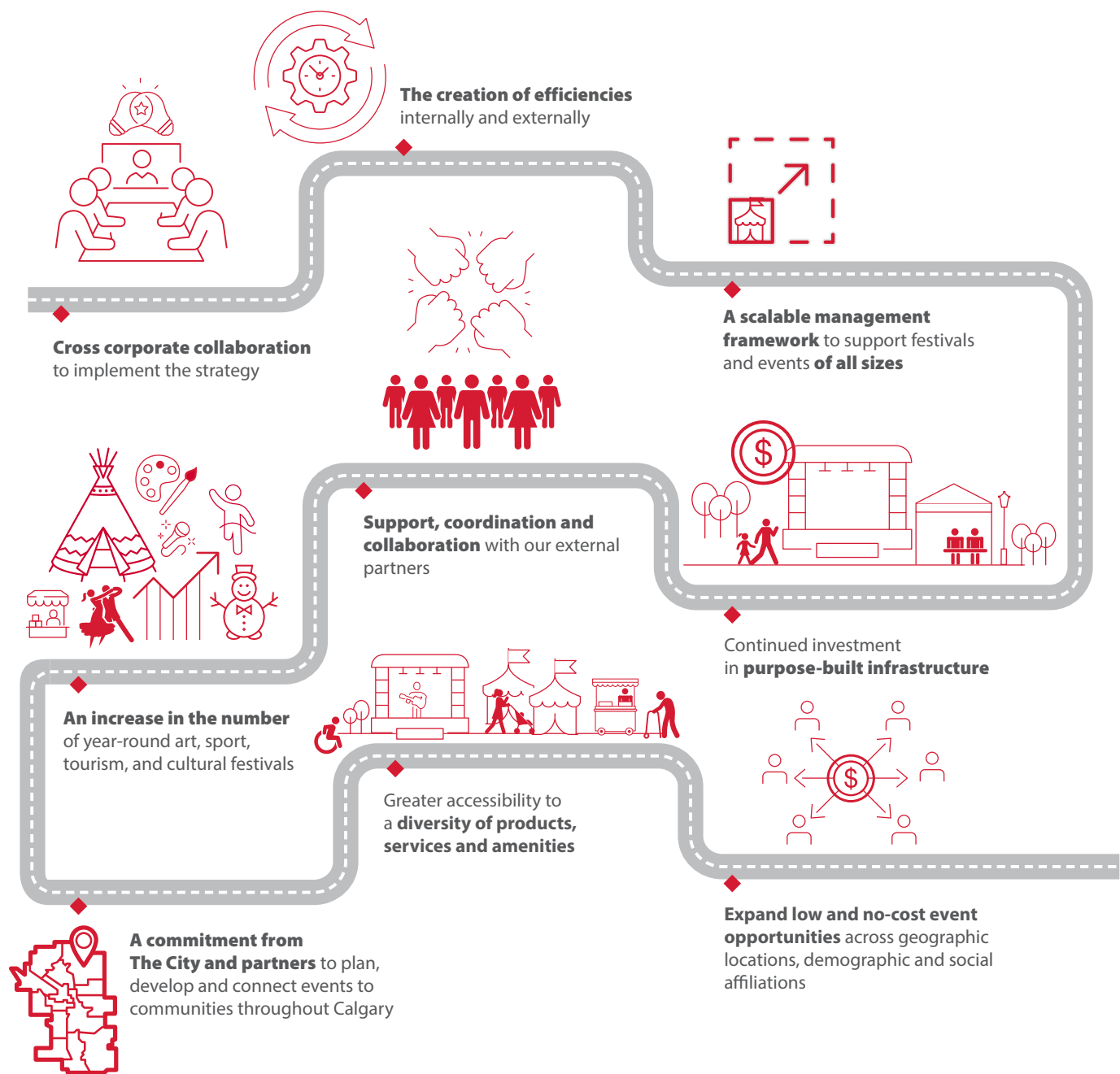
Mission

To elevate existing events and attract new ones based on an innovative approach to delivery of service that aligns with a well thought out infrastructure plan allowing Calgary to claim ourselves as an eventful city.

Through the implementation of **seven goals**, The City and its partners will cultivate the potential for and guide further development and sustainment of the festival and event industry.



The roadmap to success will be achieved through:



The Eventful City Strategy for Calgary

The Eventful City

Globally there are few cities where festivals and events cannot be found. Strategically, how cities manage the investment and implementation of civic processes to support the industry is diverse. During the development of this strategy, a global review of cities implementing an eventful city approach was undertaken. For cities like Austin, Edmonton, and Dubai, shifting from a city with events to becoming an eventful city has required a transition in the approach to municipal planning, strategic investments and policy development. This concept was evaluated to determine if this approach could be supported through a Calgary-specific lens.

The **eventful city** is defined as one that **“purposefully uses a program of events to strategically and sustainably support long-term policy agendas that enhance the quality of life for all.”** (Richards & Palmer 2014) The eventful city is one that transitions from enabling events, to incorporating the values that the city wishes to develop through eventfulness such as:

- Distinctiveness
- Sense of place and identity
- Improving the quality of life
- Acting in an enabling, inclusive and transparent fashion
- Supporting the development of transcultural values

A city with events	Pandering to audiences	Left brain thinking	Event policy	Market led	City marketing	Spectacle
	Provoking publics	Right brain thinking	Events as a policy tool	Market leader	City making	Involvement
The eventful city	Sectoral	Tactical	Reactive	A container of events	Ad hoc	Competition
	Holistic	Strategic	Proactive	A generator of events	Coordinated	Cooperation





Establishing an eventful city requires a dedicated shift in intent, investment and approach. Dubai took a focused approach to incorporate the luxury brand of their city into their event strategies. By imbedding event planning into their tourism strategy, they concentrate on growing their market through marquee events, which has grown the economic impact of tourism in Dubai to nearly one-third of the GDP. Likewise, using events to develop a brand, or leverage and strengthen an already well-recognized city image is an approach Austin took where they used their 'music city' brand to incorporate arts and sports, to create an event portfolio that brings a range of opportunities to their citizens. Unlike Dubai, Austin focused on the peculiar nature of the city to build a strong cultural and music brand, growing local events to amplify the city's social and economic position. Through this approach to support the movement of *keeping Austin weird*, there is alignment between the Austin Centre for Events and their tourism branch Visit Austin, to support the creative and risk-taking culture that has evolved. As a result, in 2015, Greater Austin reported 24.1 million visitors who contributed to \$7 billion in economic impact and 124,000 jobs.

The city of Edmonton declared itself as 'Canada's Festival City' in 1989, taking a competitive branding approach, setting itself in competition with Montreal and Quebec City, which define themselves in similar terms. With a strong relationship between the City of Edmonton's Partnership & Event Attraction, Civic Events and Festivals sections and their tourism arm Explore Edmonton, the municipality has established the city as a destination for major events boasting 52 weeks' worth of festivals. Through this collaborative approach they have sustained several signature events including one of the leading folk festivals in the world and America's largest and wildest Fringe Theatre Festival, attracting national and international events and competitions including the Red Bull Crashed Ice and FIFA World Cup games. By adopting a Winter City Strategy in 2012, and a thoughtful approach to connecting events to community, their market has expanded and generated activity and a sense of excitement year-round.

(Sources: Explore Edmonton, Tourism Calgary, City of Austin, public news sources)

These examples highlight the possibilities available to a city when the approach to supporting festivals and events shifts from actively enabling and encouraging to strategically driving and investing in the industry.



Edmonton Triathlon 2021— Image provided by The City of Edmonton



Edmonton Ice Castles Festival— Image provided by The City of Edmonton

Calgary Context

Calgary is a growing city of over 1.3 million residents, with a diverse population, expanding borders and an innovative spirit. Located where the Bow and Elbow rivers meet, the city is a place of confluence where the sharing of ideas and opportunities naturally come together. Indigenous peoples have their own names for this area that have been in use long before Scottish settlers named this place Calgary. In the Blackfoot language, they call this place, Moh-kins-tsis. The Stoney Nakoda Nation refer to the Calgary area as Wîchîspa Oyade and the people of the Tsuut'ina nation call this area Guts-ists-i. The Métis call the Calgary area Otos-kwunee.

Since 1912, The Calgary Stampede has cultivated a global identity for Calgary, drawing attention to a location which is otherwise known as central to the oil and gas industry or a gateway to the Rocky Mountains. To this day, the 10-day annual festival draws tourists and locals to the downtown core, enabling businesses, and Calgarians to benefit economically, socially and culturally. As Calgary continues to grow and evolve our identity has begun to shift. Our local creative sector has leveraged the ability to move the festival season beyond 10 days, cultivating a diversity of festivals and events which Calgarians are proud to call "home grown". Calgary is now known for producing a robust and healthy system of annual events including **Calgary Folk Music Festival, Calgary International Blues Festival, Sled Island, Calgary Marathon, Nagar Kirtan Parade, GlobalFest, Calgary Pride Parade and Festival** and more recent introductions including **Chasing Summer, Country Thunder, and Chinook Blast**.

This evolution has also brought about recognition. **In 2012 Calgary was named the Cultural Capital of Canada by the Government of Canada.** This accomplishment brought additional funding to support the creation of new festivals, events and community activations, resulting in substantial growth in the number and scale of event opportunities and an increased attendance response from the community. However, once funding returned to the previous level of investment, an immediate reduction in event delivery occurred in Calgary, stagnating the growth opportunity the Cultural Capital of Canada initiative had provided. This decline highlights the impact on the industry when levels of investment are not aligned with resourcing requirements and strategic intent. Promoting the development of new ideas while continuing to support much loved festivals and events is necessary for the growth of the industry, for citizen accessibility and to encourage cultural activation. This cannot be achieved without alignment between The City and its partners, ensuring the proactive development of festivals and events for Calgary.



Chinook Blast

Image provided by Tourism Calgary–
Neil Zeller



Bell Grandstand Show – Image provided by The Calgary Stampede



Indigenous Showcase and Powwow, Canada Day 2015

Civic Context

With the approval of the Festival and Event Policy (CSPS032) in 2010, The City of Calgary formalized its recognition that festivals and events enhance the quality of life in Calgary and are essential elements in creating complete communities by providing opportunities to celebrate, gather, connect, create unique experiences and share transcultural values. This policy provided the direction to support festivals and events as core business of the municipality and identified them as integral to the implementation of many partner and City initiatives. The Festival and Event Policy continues to serve as the guiding document to direct the management, maintenance and growth of vibrant festivals and events on public land, that provide maximum benefit for The City and Calgarians.

Continued support for municipal investment in the sector was achieved in 2018 through the approval of the Sport for Life Policy (CP2018-03). This policy identifies the significance of events to the recreational and sports sectors, acknowledges the importance

of investing in event infrastructure, and legacy opportunities, reinforcing the role events play in developing and sustaining healthy and vibrant communities.



Sled Island Image provided by Tourism Calgary – Kelly Hofer

Civic Partner Contributions

Through Council's investment in tourism and economic development, The City's Civic Partners, Tourism Calgary, Calgary Arts Development and Calgary Economic Development are key contributors to positioning festivals and events as central to Calgary's economic and cultural identity. Tourism Calgary actively markets, attracts and hosts events which build Calgary's brand and activate experiences that attract visitors to the city. Guided by a Council approved Destination Strategy, these events are typically secured through a bidding process and target opportunities which will attract tourists to Calgary, provide potentials to develop legacy and foster relationships to the local community. Tourism Calgary works with The City and Calgary Arts Development to cultivate unique and significant event opportunities for Calgarian's who may normally invest in experiential travel elsewhere.

Calgary Arts Development (CADA) is responsible to invest and allocate municipal funding for the arts and leverage those funds to provide additional resources to the arts sector. As a vital contributor to a healthy creative economy, CADA has a focus on fostering a resilient and sustainable arts sector through the implementation of the Living a Creative Life strategy. Their commitment to investing in research and partnership opportunities enables community vibrancy throughout the city. CADA's work highlights the needs of the greater community, championing access to arts and culture infrastructure, a diversity of opportunities for citizens and leveraging city-building collaborations. The festivals and events industry receives direct and indirect support from CADA's vision to ensure Calgary is a place that empowers every resident to live a creative life, fueling a vital, prosperous and connected city.

As stewards of the Calgary in the New Economy strategy, Calgary Economic Development (CED) pursues the strategic growth of Calgary's economic sector. Their work recognizes the important role the creative sector plays in a healthy economic ecosystem, spurring job creation and positioning Calgary as a vibrant place to make a

career and a home. CED actively promotes economic growth by attracting investments in the creative industries, encouraging the development of creative hubs, and cultivating an environment of innovation. Collectively, The City, Tourism Calgary, CADA and CED collaborate to develop the creative economy through mutually supportive plans and initiatives, actively developing a sustainable creative sector, amplifying the positive impact of festivals and events for Calgary's communities, Calgarians and businesses. This collaboration extends the reach and impact of civic investment, cultivates the potential for legacy generation and ensures festivals and events are considered through a unified lens.



Spruce Meadows International Christmas Market Image provided by Tourism Calgary – Roth and Ramberg



Beakerhead Image provided by Tourism Calgary – David Kotsibie

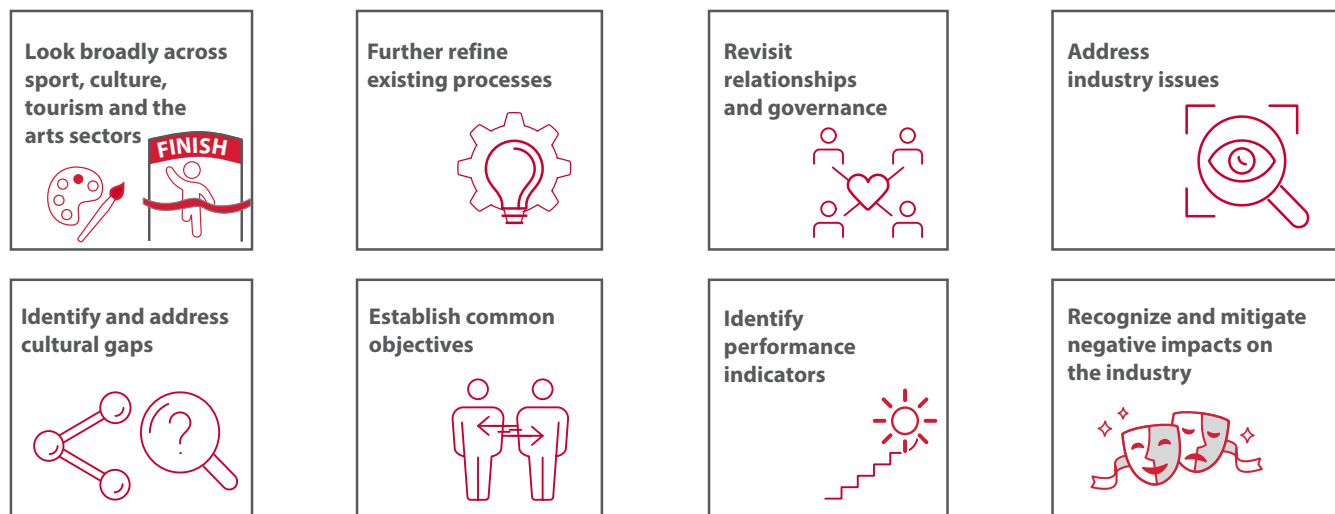
Becoming an Eventful City

Since the creation of the Festival and Event Policy, a significant effort has been placed on developing municipal operating processes to support and deliver events on civic property or events which require civic permits. The focus has been on successfully enabling Calgarians, event organizers and organizations to navigate through civic processes by providing support for event planning, permit applications and understanding regulations. Central to a successful experience for these clients, is the strong collaboration between City Business Units, Civic Partners and provincial partners that make up the governing committees of the Festival and Event Policy. Through these teams, a one-window-in approach to City services and resources has benefited the community and the industry by streamlining permissions, managing conflicts between service providers and aligning resources to maximize outcomes.

While review and refinement of this proactive approach is ongoing, additional investment in long-term industry development and planning is critical to cultivate the social, cultural, environmental, and economic potentials of festivals and events in Calgary. The industry is diverse and broad and includes a full spectrum of activations in public spaces, ranging from grassroot and local community events, major national and international events, an abundance of annual and established festivals and newly incubated initiatives. Given the breadth of contributors to the industry include public, private, sport, art and cultural professionals, private and non-profit businesses, an intentional and collective vision for the future of festivals and events in Calgary requires a collaborative approach.

To guide further development and sustainment, it is imperative to measure where Calgary currently is and where the potentials lay in proactively shifting the industry forward, with support and intent. This approach sets the stage to move Calgary festivals and events from being a source of entertainment to a positive tool for cultural, social and economic change. By bringing together industry collaborators impacted by City decisions and processes with City staff, and community members, a long term view of industry requirements for sustainability is established by strategically examining and building upon work currently underway.

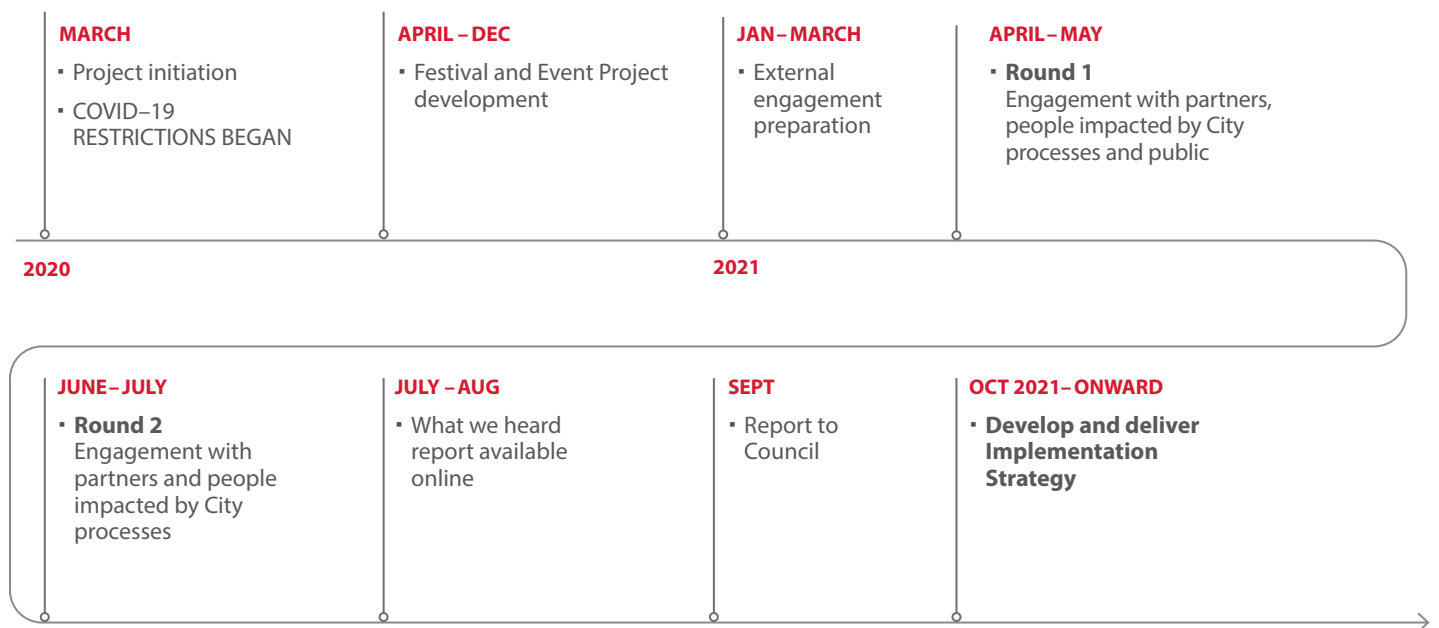
This opportunity provides the ability to:



To develop the foundation for this strategy, conversations with internal and external contributors began in 2020, shaping the potential direction for this approach and ensuring a diversity of knowledgeable perspectives informed broader external engagement.

This work was accompanied by program mapping, current status evaluations, and comparative research. During this time, the concept of the Eventful City was explored and adopted.

Strategy Timeline



River of Light Image – Artist: Laurent Louyer and Creatmosphere Studio



Chinook Blast Image provided by Tourism Calgary – Neil Zeller

Challenges

In March 2020, Canada officially recognized the emerging COVID-19 pandemic. Globally, live events were halted to deter public gatherings while the medical community strived to understand and mitigate the impacts of the disease. The Province of Alberta declared a public health state of emergency, which restricted how businesses and individuals were allowed to operate in public and private spaces in order to limit the spread of disease. Due to the health and safety restrictions that were in place, longstanding events were cancelled or drastically modified. Many industry organizations reduced staff and nationally the industry's future sustainability began to be questioned.

In Calgary, the local festival and event industry looked to The City of Calgary and its partners to provide leadership, guidance and support to navigate through the pandemic. Confusion over continually evolving guidelines as a result of changing public health measures identified the need for increased communication, collaboration and innovation. The cancellation of almost two seasons of festival and event programming in Calgary led to the elimination of jobs for industry workers. Limited options for financial support from levels of government existed and traditional fundraising opportunities for non-profit organizations ceased to exist. Venues struggled to operationally sustain their facilities, all while social restrictions further amplified the importance of festivals and events to a community unable to come together to gather, share and connect.

Developing a festival and event strategy under these conditions further magnified the critical importance of collaboration and strategic alignment between the industry and the municipality. To maximize the benefits of current and future live experiences, an Eventful City Strategy requires reinforcement of the role of festivals and events as a core civic service, highlighting the importance of the industry as part of Calgary's identity and culture; as a contributor to social prosperity; critical to achieving the collective desire to diversify the local economy and support pandemic related recovery.

Strategy Goals, Actions and Implementation

Engagement for the strategy provided a clear understanding of the current conditions and future aspirations the industry, our partners, internal contributors and Calgarians have for our city.

Through the Eventful City Strategy, the development of an integrated and collaborative relationship between The City and its industry will maximize the benefits of the event program, acknowledge that festivals and events reinforce and celebrate the identity or

culture of the places where they happen and have a positive impact on economic and social prosperity. The impact of this strategy will extend to over 20 civic policies, plans and strategies and five key Civic Partner documents supporting the ability to make this comprehensive change in direction (Appendix #1).

Our roadmap to achieve this includes:

Guiding Principles

- **Value**
The City of Calgary recognizes the contributions festivals and events make to our quality of life and in building complete communities through social, cultural and economic benefits.
 - **Open and Transparent Evaluation Process**
The City of Calgary will lead in developing event-friendly principles and processes to evaluate, assess, measure and support events and festivals. They will be guided by equitable and respectful decision making.
- **Tracking and Reporting**
The City of Calgary will work collaboratively to collect annual data to be evaluated against a comprehensive model of shared and aligned principles, policies and strategies to inform reports to Council and the community regarding key aspects of the industry. The City is committed to community consultation to monitor implementation, measure progress and commit to continuous improvement.
- **Accessibility and Inclusion**
The City of Calgary will work to support an environment in which all people can participate in Calgary's cultural, social, and economic life through the festivals and events The City supports, regardless of a person's geographic location, affiliation and demographics.
- **Economic and Environmental Sustainability and Resilience**
The City of Calgary, in collaboration with community partners, will support events that meet community and Council priorities and provide tools and education for those who are seeking support in order to see ongoing innovation and resilience in the industry.



Canada Day Fireworks 2019

Vision

Enhance the event culture that is celebratory, inclusive, innovative, and that creates shared experience and lasting benefits to local communities, creators and businesses.

Mission

To elevate existing events and attract new ones based on an innovative approach to delivery of service that aligns with a well thought out infrastructure plan allowing Calgary to claim ourselves as an eventful city.



While the stewardship of the Eventful City Strategy is the responsibility of the Arts and Culture Division of The City of Calgary, collaboration with City business units, key Civic Partners and industry experts is critical to successfully achieving the 27 actions identified. Implementation of the strategy requires operational expertise to identify and mitigate negative impacts on conflicting business practices and priorities. Process evaluations and improvements require a willingness to embrace change. The support of policy and plan stewards is critical to discover solutions that provide the best outcomes for Calgarians, businesses and partners. Continued commitment to this strategy by partners and The City will be key to shifting our city into an Eventful City, through intentional investments in time and resources.

Operational and capital support is essential to advance the strategy's goals and enable the proactive change required to achieve success. The implementation of the strategy will be subject to budget approval through the 2023-2026 City of Calgary Service Line budget process and future budget cycles as the execution of the strategy continues. Priorities and implementation requirements will be regularly reviewed and assessed to plan and secure resources to deliver projects and support initiatives.



PILLAR A.

Working together

GOALS	WHO'S INVOLVED 	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 1: Develop a network of effective internal and external contributors that will collaborate in developing the strategic vision, set priorities, governance and a collective vision to increase overall impact of events and event support services.	> ACTION 1. Review City application methods to identify efficiencies and streamline approvals based on type of events and time of year.			
	Lead organization: The City Partner organizations: Industry experts	- Develop efficiencies across The City - Support one-window-in approach to events - Increase customer satisfaction - Reduce staff time	Services use one-window-in approach to supporting and managing festivals and events across The City.	Work with industry partners who host festivals and events to develop a method that is rooted in the needs of Calgarians. - Conduct City event intake review - Establish a best practices tool kit
	> ACTION 2. Establish City of Calgary baseline requirements for organizers and host organizations to host festivals and events of all sizes.			
	Lead organization: The City Partner organizations: Civic Partners, industry experts	- Reduce staff time to complete tasks - Increase in customer satisfaction	Develop a comprehensive resource to inform future City service and development projects.	Build from lessons learned and reference materials to develop a best practices tool kit to support a range of festivals and events across the city. - Train to re-train project - Conduct City event intake review - Establish a best practices tool kit - Develop baseline requirements for event operations, processes and venues
	> ACTION 3. Collaborate with external partners to support future development, identify gaps in legislation, process improvements, build relationships and connections to other levels of government.			
	Lead organization: The City Partner organizations: Government of Canada, Government of Alberta, Civic Partners	Aligned approach to supporting events to promote growth, tourism and increased return on investment.	Increase in collaborative projects with partners that meet the objectives of shared policies, plans and vision.	Collaborate with partners and other key business units to develop a scope of work to map out issues, opportunities and responsibilities to inform future project development and processes. Develop alignment agreement with key Civic Partners and Cultural Leadership Council



PILLAR A.

Working together

GOALS	WHO'S INVOLVED 	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 1: Develop a network of effective internal and external contributors that will collaborate in developing the strategic vision, set priorities, governance and a collective vision to increase overall impact of events and event support services.	> ACTION 4. Develop tools and processes that result in a consistent approach when supporting events that will help the City of Calgary to reinforce a 'yes' culture within The City.			
	Lead organization: The City Partner organizations: Civic Partners, industry experts	- Establish clear City operating guidelines, and agreements - Reduce confusion - Streamline staff operations, reduce staff costs - Increased customer satisfaction	Supporting and managing festivals and events through a one-window-in approach across The City.	Build from lessons learned to align business practices and principles across The City to support a range of festivals and events throughout Calgary in a fair and transparent way. - Site optimization plan and process development - Establish Memorandum of Understanding with City business units for consistent approach to event service delivery
	> ACTION 5. Establish ways to network (formal and informal) for organizers to share experiences, learning and advice with each other.			
	Lead organization: The City Partner organizations: Civic Partners, industry experts, festival and event organizers	Develop collaborative tools and spaces for organizations to learn and work together.	Increased number of in-person networking events, and increase in event merges and collaborations.	Review current communication practices to ensure accessibility and relevance to the intended audiences. The City will develop opportunities for industry and supporting sectors to come together in interesting ways to encourage knowledge, sharing and collaboration. - Revised Festival and Event 101 information program - Greyhound building – Multi-tenant cultural hub development - Develop an online hub of information for shared use across the industry

New Years Eve celebration 2018 at The Central Library, Calgary





PILLAR B.

Information, marketing and monitoring

GOALS	WHO'S INVOLVED 	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 2: Construct communication, marketing and data management principles to maximize resources, increase marketing effectiveness and harmonize key performance indicators to monitor outcomes and share common purpose.	> ACTION 1. Identify shared and coordinated marketing tools, that through a collaborative approach, will inform public and planners of festivals and events occurring across the city to participate in or align planning with.			
	Lead organization: The City Partner organizations: Festival and event organizers, Civic Partners	Data collection to identify the number and range of annual event activities	- Increased opportunities to promote event activities to attract and engage citizens and tourists more regularly - Increased opportunities for collaboration between event organizations and partners to share resources	Review current communication practices to ensure accessibility and relevance to the intended audiences. Communication strategy and plan
	> ACTION 2. Create a level playing field by collaborating on base level research, new ways to capture and share event data, or commissioning shared 'white papers' to support planning for festivals and events.			
	Lead organization: The City Partner organizations: Creative City Network of Canada, Civic Partners, academic institutions	- Clear baseline requirements to reduce staff review and consultation time - Reduction of incomplete applications received by The City - Identified funding sources, dedicated to festivals and events - Increased partnerships and investments in sector growth	- Develop a series of documents that will support access and delivery for events in Calgary - Develop better relationships with other orders of government that provide support to the industry to align efforts	Work with partners and orders of government to identify key deliverables relative to the broad range of support available from funders and other support agencies. - Events playbook - Creative City Network of Canada Municipal Event Committee
	> ACTION 3. Align performance measures to support reporting to The City of Calgary and City Council as needed to demonstrate value of festivals and events.			
	Lead organization: The City Partner organizations: Civic Partners	- Aligned reporting metrics between The City and partners - Increase in accessible data - Yearly report to the community updates - Consistent understanding of funding requirements and approaches to grants	- Complete a data analytical review of how the local industry is tracked and reported - Develop a yearly status update that informs Council and community of the value and success of the industry	- Build from Council Directives to identify key deliverables and reporting requirements to sustain existing and build additional support for the local industry - Annual Data Analytical review process - Annual Festival and Event Report



PILLAR B.

Information, marketing and monitoring

GOALS	WHO'S INVOLVED 	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 2: Construct communication, marketing and data management principles to maximize resources, increase marketing effectiveness and harmonize key performance indicators to monitor outcomes and share common purpose.	> ACTION 4. Develop a program calendar of scheduled events to support planning and identify the best method(s) of exposure to the public.			
	Lead organization: The City Partner organizations: Civic Partners, industry experts	- Increased annual number of events - Fewer gaps in event activities across the city	Partners collaborate on methods to gather and share information to support the industry	Collaborate to gather and share information through a consolidated method to inform public of participation opportunities as well as a planning tool for hosting events. - Master event calendar - Planning and marketing tools to support the Industry
	> ACTION 5. Develop education tools to address concerns and identify mitigation actions to balance festival or event activities with citizens use and enjoyment of their communities.			
	Lead organization: The City Partner organizations: Industry experts, community members, Business Improvement Areas	- Decreased 311 complaint calls - Increased events across the city - Increased community participation	Develop a community communications tool kit to proactively engage with communities	- Initiate a celebration study to identify how Calgarians do or would like to celebrate in their communities and identify programming and amenity gaps - Develop a community communication tool kit to support knowledge transfer and support to alter the perceptions of NIMBY (Not in my backyard) to YIMBY (YES! In my backyard)



Red Bull Outliers 2019 at Festival Market – Image provided by Mason Mashon



PILLAR B.

Information, marketing and monitoring

GOALS	WHO'S INVOLVED 	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 2: Construct communication, marketing and data management principles to maximize resources, increase marketing effectiveness and harmonize key performance indicators to monitor outcomes and share common purpose.	ACTION 6. Develop a central repository to include an inventory of events, organizations, suppliers, best practice resources, etc. that can be shared to support planning and delivery of events.			
	Lead organization: The City Partner organizations: Civic Partners	- Reduction of staff time supporting organizer requests - Increased investment in the event industry supply chain	Partners collaborate on methods to gather and share information to support the industry.	Work with partners to review historical and existing methods to support festivals and events and identify new tools and methods to sustain and grow the local industry and supporting sectors. - Master event calendar - Best practice tool kit - Arts & Culture website update - Central resource repository for information





PILLAR C.

Connecting to community

GOALS	WHO'S INVOLVED 	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 3: Curate a program for the Eventful City with a strategic approach that connects events to community. Goal 4: Invest in the existing locally-produced festivals and events to strengthen integration, sustainability and impact they have on services, environment and community at large.	> ACTION 1. Define programmatic values and priorities that reflect unique events with a range of topics that occur in multiple locations across the city.			
	Lead organization: The City Partner organizations: Event organizers, Cultural Leadership Council	- Increased number of events across the city - Increased level of community resident participation - Reduction in event related complaints	Complete a celebration study to identify how Calgarians celebrate in their community and identify programming and amenity gaps.	Work with partners and communities to engage in a study to identify how Calgarians do or would like to celebrate in their community, identify programming and amenity gaps and develop communication tools to support event delivery in community spaces. - Commission a celebration study to develop an action plan and process to support Calgarians expectations regarding celebrations in and around their communities - Community communication tool kit - Event planner in residence program - Curatorial event program





PILLAR C.

Connecting to community

GOALS	WHO'S INVOLVED 	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 3: Curate a program for the Eventful City with a strategic approach that connects events to community. Goal 4: Invest in the existing locally-produced festivals and events to strengthen integration, sustainability and impact they have on services, environment and community at large.	> ACTION 2. Define requirements for hosting a safe and welcoming event. Address items such as cost, location, space needs, current provincial regulations, security personnel, getting to and from events, wayfinding, etc. and alignment with host community principles.			
	Lead organization: The City Partner organizations: Event organizations, Government of Alberta, community and industry experts	- Increased number of event ready sites to support a diverse range of events across the city - Reduction in staff time to connect event organizations with appropriate venues - Clear terms of use for each site	Complete the site optimization project to improve overall efficiency and user-friendliness of City event sites.	- Building upon historic patterns and lessons learned, The City will work with partners to develop a method that is relevant to support a range of festivals and events across the city in a fair and transparent way - Commission a celebration study to develop an action plan and process to support Calgarians expectations regarding celebrations in and around their communities - Site optimization plan and process development - City guidebook to hosting events in Calgary
	> ACTION 3. Review historical event patterns to identify date and venue prioritization, where realignment may be required and what gaps exist to support new and innovative opportunities.			
	Lead organization: The City Partner organizations: Civic Partners	- Increased number of events across the city - Increase in number and scope of local events - Increased community participation	Upon completion of a celebration study, launch an event planner in residence program to match existing events with event spaces or generate new opportunities to fill gaps.	- Commission a celebration study to develop an action plan and process to support Calgarians expectations regarding celebrations in and around their communities - Event planner in residence program





PILLAR C.

Connecting to community

GOALS	WHO'S INVOLVED 	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 3: Curate the program for the Eventful City with a strategic approach that connects events to community. Goal 4: Invest in the existing locally-produced festivals and events to strengthen integration, sustainability and impact they have on services, environment and community at large.	> ACTION 4. Clarify The City's role in direct programming responsibilities and identify partners' existing key initiatives that further The City's priorities.			
	Lead organization: The City Partner organizations: Civic Partners	- Consistent approach to City event delivery - Clear understanding of annual funding requirements - Proactive management of The City's annual budget	Through a celebration study, a vision for The City's role in direct programming can be identified.	Conduct a scan of existing and historic event patterns to identify gaps and needs to develop a full year of event activity that resonates with Council's vision for the city. - Annual data analytical review process - Key performance indicators review - Curate The City process and program
	> ACTION 5. Establish and promote a legacy component from events that leads to awareness and positive new experiences.			
	Lead organization: The City Partner organizations: Civic Partners	- Increased community activations tied to partner-led initiatives - Stronger connections between national/international event opportunities - Increased opportunities for youth participation	Guidelines are adopted to inform the implementation of an event legacy program.	Conduct a scan of existing and historical evidence of event legacy to identify best practices and align funding to support future efforts to achieve desired outcomes. - Guidelines for an event legacy program - Community grant program - Major event bid fund and strategy (Tourism) - Curate The City process and program



Volunteers on Canada Day 2022 in Olympic Plaza



PILLAR D.

Funding

GOALS	WHO'S INVOLVED 	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 5: Fund opportunities to connect events with community initiatives to establish a legacy that extends the reach and life of events and amplifies the positive impact of hosting to the community and its citizens. Goal 6: Establish a more economically sustainable and financially healthy event industry through the reimagining of funding programs, support for growth and development by encouraging and facilitating collaboration across various sectors.	ACTION 1. Review existing funding programs for events at The City and assess effectiveness, barriers and restrictions.			
	Lead organization: The City Partner organizations: Government of Canada, Government of Alberta, Civic Partners	▪ Clarity regarding types of funding available and what is required ▪ Identify organizations receiving multiple sources of funding ▪ Identify leveraging opportunities to develop and grow new and exiting local events	Complete a study of current funding opportunities available through The City, partners and orders of government that support the event industry.	Conduct a needs assessment through a scan of existing funding programs available for festival and event organizations. ▪ Funding program review
	ACTION 2. Identify other funding and partnership opportunities that exist. Develop a tool kit on how to apply for funding, develop partnerships, and engage sponsors and corporate Calgary.			
	Lead organization: The City Partner organizations: Government of Canada, Government of Alberta, Civic Partners	▪ List of available funding opportunities for clients on the website to support growth in the industry	Upon completion of a funding study, develop a tool kit to streamline and promote equitable access to funding resources.	Building upon a needs assessment review, The City and partners will identify methods to support the festival and event industry in meeting its funding needs. ▪ Funding tool kit ▪ Central resource repository for information ▪ Revised Festivals and Events 101 program



PILLAR D.

Funding

GOALS	WHO'S INVOLVED 	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 5: Fund opportunities to connect events with community initiatives to establish a legacy that extends the reach and life of events and amplifies the positive impact of hosting to the community and Calgarians. Goal 6: Establish a more economically sustainable and financially healthy event industry through the reimagining of funding programs, support for growth and development by encouraging and facilitating collaboration across various sectors.	> ACTION 3. Identify barriers to hosting or accessing events and develop a plan to address these issues, such as access for low-income Calgarians, challenges of starting events, building capacity through youth mentorship, access to low-cost office space, etc.			
	Lead organization: The City Partner organizations: Civic Partners, Recreation/ Social/Cultural organizations	- Increased participation across demographics - Increase in new event opportunities - Increased youth participation and succession planning in event organizations	Develop a program for alternative uses of the Greyhound building as a multi-tenant cultural hub to provide opportunities for collaboration and access to low-cost office space. Complete research on barriers Calgarians face in accessing events in Calgary.	Work with experts who have developed methods to address accessibility to develop a model for delivery of appropriate services and requirements to meet the needs of Calgarians. - Greyhound building development - Post secondary partnership program
	> ACTION 4. Maintain direct access to City services and resources through one point of contact who facilitates access to City Departments and permitting.			
	Lead organization: The City	Streamlined access to City staff and resources, reduction in wait times to plan/develop events, provide consistency in customer service delivery.	Services use one-window-in approach to support and manage festivals and events across the The City.	Maintain The City's one-window-in event application process that exists in the Arts & Culture Division. An internal review of event management processes will be conducted to address any outlier processes and align where possible. - City Event Intake Review - Festival & Event Policy update





PILLAR E.

Infrastructure

GOALS	WHO'S INVOLVED 	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 7: Develop new processes to optimize the utilization of existing event venues and address gaps in venue inventory with a focus on safety, user-friendly principles and year-round activation.	ACTION 1. Understand the capability of existing event sites, identify new or re-purposing opportunity sites to prioritize infrastructure investments.			
	Lead organization: The City Partner organizations: Civic Partners, community members and industry experts	- Increased customer satisfaction - Increased number of event ready infrastructure - More events across the city	Complete a facility inventory study to understand the capabilities of existing sites and prioritize infrastructure investment to support a range of festivals and events in all quadrants of the city. Complete the development of a new major event site to meet current inventory gap for a large outdoor event venue.	Conduct a study with partners of public and market assets to assess appropriate uses and types of facilities required to meet hosting capabilities and identify gaps. - Greyhound building program - Capital investment program - Site optimization plan and process development - Site inventory study - Design guidelines for event venues
	ACTION 2. Identify which civic spaces can support festivals and events that have flexible use options, can support enhanced safety and security measures, and have availability of services and utilities. Align the right event with the right location across the city.			
	Lead organization: The City Partner organizations: Community and industry experts	- Increased customer satisfaction - Increased number of event ready infrastructure - More events across the city	Use the celebration study and facility inventory study, to enhance the site optimization project to improve overall efficiency and user-friendliness of City event sites.	Building upon both a facility and celebrations study, The City will further define, plan, and implement a customer-focused venue selection process that improves communication with customers. It will also optimize operational standards for City stewarded event venues with regards to safety, efficiency, and convenience. Site optimization plan and process development



Chasing Summer 2022 Max Bell Festival Grounds—Image by Brette Culp



PILLAR E.

Infrastructure

GOALS	WHO'S INVOLVED	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 7: Develop new processes to optimize the utilization of existing event venues and address gaps in venue inventory with a focus on safety, user-friendly principles and year-round activation.	> ACTION 3. Develop a consistent approach to City operational practices in civic venues.			
	Lead organization: The City	- Increased customer satisfaction - Decreased staff costs to address ongoing event support requirements	Guidelines are adopted to inform the implementation of a standard of service across The City.	Conduct a scan of existing and historical event patterns to identify gaps in service delivery and develop City alignment agreements to optimize the delivery of service to customers. Operational Agreements/Terms to operate
	> ACTION 4. Develop a plan to upgrade aging infrastructure, reducing barriers to supporting events, and attracting large, international events to the city.			
	Lead organization: The City Partner organizations: Civic Partners, community and industry experts	- Increased number of event ready infrastructure - Increased national and international level events	Complete the facility inventory study to prioritize infrastructure investment to support a range of festivals and events in all quadrants of the city. Complete upgrades to three City venues that host festivals and events that require repeated installation of temporary infrastructure or demonstrate a deficit in infrastructure to expand hosting abilities.	Through a study of City and market assets to assess appropriate uses and types of facilities required to meet event hosting capabilities and identify gaps, a proposed capital plan for The City will be developed that provides guidance for future decision-making. - Facility inventory study - Capital investment plan



Family Reunion 2021 at Shaw Millennium Park – Image by Brette Culp



PILLAR E.

Infrastructure

GOALS	WHO'S INVOLVED	OUTCOMES	SUCCESS MEASURES	HOW WE WILL DO THIS
Goal 7: Develop new processes to optimize the utilization of existing event venues and address gaps in venue inventory with a focus on safety, user-friendly principles and year-round activation.	> ACTION 5. Increase infrastructure to support small-to-medium-sized events and turn-key 'facilities' designed for rain, cold or shine activation.			
	Lead organization: The City Partner organizations: Community members and industry experts	Increased number of events in more quadrants of the city, year-round	Complete the facility inventory study to prioritize infrastructure investment to support a range of festivals and events in all quadrants of the city. Complete the celebration study to identify how citizens celebrate in their community and identify amenity gaps.	- Aligning with a historical and existing review of festivals and events, a study of City and market assets to assess appropriate uses and types of facilities required to meet event hosting capabilities and identify gaps to provide information towards a proposed capital plan for The City. - Capital Development Plan - Local Area Planning (LAP) alignment
	> ACTION 6. Review existing development processes to incorporate event-friendly principles in future development planning.			
	Lead organization: The City	Increased event ready infrastructure to support more events across the city from local to international levels	Conduct an event exemption pilot to make it easier to host smaller events and pop-ups at local businesses. Develop baseline requirements to inform projects where event spaces are considered in the design plan.	- Conduct a scan of existing and historical event patterns to address challenges and issues in supporting festivals and events across the City. - Event Exemption Pilot Project - Local Area Plan alignment
	> ACTION 7. Use new processes to guide future infrastructure investments to support growth in the industry.			
	Lead organization: The City Partner organizations: Civic Partners	Increased event ready infrastructure to support more events across the city from local to international levels	Complete the facility inventory study to prioritize infrastructure investment to support a range of festivals and events in all quadrants of the city. Develop baseline requirements to inform projects where event spaces are considered in the design plan.	Building upon historical data and lessons learned, The City, with partners, will develop new processes to provide information towards a proposed capital plan for The City. - Capital Development Plan - Local Area Plan alignment

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Appendices

Research and Alignment Overview (Appendix 1)

In 2018, initial steps were taken to develop an event strategy in alignment with the Council-approved Sport for Life Policy. This policy identified the need to create opportunities for all Calgarians to participate, experience and enjoy sport to the best of their abilities. This strategy would play a critical role in meeting Council's overall vision for Calgary, while considering funding requirements, infrastructure needs, inclusion of new events or removal of less impactful events, engaging under-represented groups, the critical role of partners, alignment to national objectives and provide clarity about the hierarchy and nature of events.

Highlighted from this work was the knowledge that there remained a need to further streamline operational processes through revisiting relationships and governance, to incorporate additional Business Units providing similar services, connect with members of Council to stay aligned with key political issues and priorities. Also understood was the need to work with Civic Partners, event organizations as well as other levels of government, to build upon existing tools and to enable the gathering of essential data to further the goals and outcomes of the industry. To understand the breadth of potential impacts from this analysis, further investigation identified over 20 civic policies, plans and strategies and five key civic partner documents which inform or influence the strategy's development.

The following chart outlines related findings and values from applicable City and partner documents:

2019-2022 COUNCIL DIRECTIVES:	
A Prosperous City Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.	In response to the report issued by Calgary Economic Development (Calgary in the New Economy), Council placed a significant value on the need to attend to the growth and development of the arts, culture, festival and winter activities to support economic growth and spur job creation.
A Healthy and Green City Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.	We must also develop strategies to create communities that support healthy lifestyles and interaction among residents. Partnerships with community groups, not-for-profits and businesses will encourage the development of public meeting places that can be used by Calgarians of all ages, abilities and during all seasons. We need to continue to implement a range of accessible and affordable recreational programs and opportunities that encourage active daily living. Continuous investment in indoor and outdoor recreation facilities that address the changing needs of Calgarians will be important to support healthy lifestyles for all.
A City of Safe and Inspiring Neighbourhoods Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.	We need to engage Calgarians at the neighbourhood level in a way that encourages local community connections and active participation in civic life across all ages, cultures and stages of life. We must also ensure that all communities are complete communities. Growth of the city needs to be managed in a way that achieves the best possible social, environmental and economic outcomes within financial capacities.

CIVIC PARTNERS

DOCUMENT NAME	FINDINGS
Calgary's Destination Strategy	GOAL: to make Calgary the ultimate host city. Key findings from recent engagement include: – Calgary has a deficit of hosting infrastructure. – Visitors and Calgarians need to be better aware of the events, festivals, performances, and experiences available to them. Calgary needs an emotionally compelling personality. – Tourism Calgary partners and contributors want to work collaboratively to ensure the successful implementation of Calgary's Destination Strategy; and – Calgary has the potential to be the ultimate host city.
Calgary in the New Economy Sept-2019	The Strategy is our city's plan to support economic competitiveness, embrace shared prosperity and build a strong Calgary. The implementation of Calgary in the New Economy puts the foundations in place to create sustained prosperity. Four Pillars include: Talent, Innovation, Place and Business Environment. Place: Become the most livable city in Canada through: accelerating urbanization and connectivity in the Core expanding and enhancing tourism, cultural and recreational assets actively supporting diversity and inclusion. Identified need to continue to invest in infrastructure and services to remain competitive and attract and retain top talent. Aligns with Calgary's Destination Strategy, CADA's Living a Creative Life Strategy and City's Cultural Plan for Calgary.
Building on Our Momentum: Arts & Culture Infrastructure Report	A document that supports the needs and preferences of Calgarians to access suitable arts and culture infrastructure (2016-2026).
Calgary Arts Development 2019-2022 Strategic Direction	Alignment of funding for arts organizations to assist Calgary in becoming a more innovative city, with an exceptional quality of life, a diversified economy and shared prosperity for all.
West Anthem – Music City Strategy	To develop a comprehensive understanding of the economic profile of Alberta's music cluster, to build the business capacity of the music industry, to utilize Alberta's music industry as a key economic driver and a vehicle for diversification, and to establish and implement a live music strategy for Alberta through venue mapping and audience profiling.



CORPORATE POLICIES AND PLANS

DOCUMENT NAME	FINDINGS
CSPS032-Festival-and-Event-Policy	Guiding document and principles of the Festival and Event Strategy.
CP2018-03-Proposed-Sport-for-Life-Policy	Policy statement indicates the creation of opportunities for all Calgarians to participate, experience, and enjoy sport fully. Inclusion of an 'Events Strategy' while considering the Festival and Event Policy as it relates to funding strategies, allocation of infrastructure and criteria for inclusion of new events or removal of less impactful events. Development of "Legacy" as an intentional extension of the benefits of bidding and hosting beyond the delivery of a specific event.
Cultural Plan Calgary	The plan calls on The City of Calgary, working in partnership with others across the city, to strengthen connections between our diverse populations and communities, support neighbourhood activities, preserve our heritage assets and diversify the economy by strengthening cultural industries and developing Centre City as a special cultural space for us all.
CP2017-01-Investing-in-Partnerships-Policy	Provides the direction in how The City identifies a partner and partnerships and consistent management practices to support these relationships.
CSPS001-Calgary-Civic-Arts-Policy	This policy recognizes that arts play a significant role in a community's development, including contributions to economic prosperity. It also recognizes the intrinsic value of artistic expression and the associated need to create an environment which values and fosters artistic innovation and growth.
CP2019-01 Social-Wellbeing-Policy	The purpose of this policy is to outline policy statements and procedures for how City Services can contribute to achieving quality of life and increased civic participation for all Calgarians. Provides the principles to be followed when making decisions; developing plans, policies and strategies; and delivering City services. These Principles are: - The City will strive to provide equitable services. This includes removing barriers to access and inclusion. - The City will advance the active and shared process of Truth and Reconciliation in collaboration with the community. - The City will seek opportunities to support and grow culture in Calgary; and - The City will aim to stop problems before they start, using a prevention approach.
LUP006-Centre-City-Plan	Designed as a comprehensive and strategic long-term vision for the future of Calgary's Centre City with a new vision that the Centre City be a livable, thriving and caring place. The focus on vitality in section 8, aligns policies relating to tourism, entertainment, arts and culture, recreation and economic development.
Downtown Strategy	Designed to support Calgary's economic recovery through bringing together civic and community partners to focus on four pillars: - Downtown the place - Working downtown - Living downtown - Connecting downtown
Winter City Strategy	Calgary's appeal as a winter destination is strengthened and visitors and residents experience our city in a healthy and meaningful way through more winter activities and winter-focused businesses, and improved participant comfort and safety through winterization of amenities and public realm improvements. Application of a winter lens to the function of beauty, safety and user-friendliness of City assets, programming, and the public realm through: - Supporting the development of outdoor winter experiences, activities, and events. - Increasing support for winter-focused opportunities for businesses. - Applying a year-round lens to future design or use of public spaces. - Implementing winter public realm improvements to increase comfort, beauty, and user-friendliness during winter.

FUNDING

DOCUMENT NAME	FINDINGS
CC009 Council Strategic Initiative Fund Guidelines	Guidelines to support the Council Strategic Initiative Fund that is managed through the Arts & Culture Division to address requests for funding for: • Innovative ideas that support Council priorities. • Assisting one-time or the inaugural event that does not qualify for assistance through the Festival and Event Policy. NOTE: This policy is out of date and is to be reviewed and updated based on outcomes from the program review with the Event Advisory Committee.
CFO010 User Fees and Subsidies Policy	This policy provides a framework for decisions related to the pricing of user fees. It sets out guidelines for the process, rationale and the information needed to support the recommended user fees. User fees should only reflect the proportion of the total benefit that is represented by the individual private benefit. Where consumption of a good has a public benefit, broad-based tax support reflecting the benefit to all and paid through taxes should be considered.
CC039 Transp Account Policy	The City of Calgary acknowledges its responsibility to operate in a transparent and accountable manner and shall provide good governance by committing to the following: • Ensuring transparency and accountability of municipal operations and decision-making. • Taking responsibility for decisions and actions. • Encouraging public access and participation to ensure that decision-making is responsive to the needs of citizens and receptive to their opinions. • Responding to the needs and opinions of Calgarians. • Delivering high quality services to Calgarians; and • Ensuring responsible/appropriate/prudent stewardship and efficient use of public resources.



INFRASTRUCTURE/DEVELOPMENT

DOCUMENT NAME	FINDINGS
CP2016-01 Municipal Naming Sponsorship and Naming-Rights	Municipal Naming plays an important role in simple and unambiguous identification of location and navigation within the city of Calgary. The City of Calgary recognizes and supports sponsorship and naming rights as an alternative revenue generation strategy to offset costs associated with the provision of municipal services.
CSPS013 Open Space Plan Policy	This policy is meant to be a guide and reference for the City's acquisition, development, and use of open space. It was developed to include Provincial legislation and it outlines the general framework and authority of municipalities.
Municipal Development Plan (MDP)	As Calgary plans for the future, the MDP aligns transportation planning and long-term sustainability planning both long term (60 years) and short term ten-year corporate decision-making, business planning, implementation, and accountabilities to support Calgary as a sustainable city. The MDP is implemented through various planning processes. It also identifies connections to: • creating a prosperous economy • creating great communities • connecting the City implementation includes guidebooks for: • new communities • Centre City • developed areas
LUP002 Transit Oriented Development Policy Guidelines	The City of Calgary has made significant public investment and long-range policy commitments to optimizing the use of public transportation infrastructure, increasing mobility choices of Calgarians, and connecting people to vibrant, diverse neighbourhoods. The Transit Oriented Development Policy Guidelines provide direction for the development of areas typically within 600m of a transit station - an existing LRT station or BRT station where an LRT station will eventually develop and incorporate the supporting infrastructure for community gathering spaces.



OPERATIONAL

DOCUMENT NAME	FINDINGS
CS009 Engage Policy	The Engage Policy provides the guidelines for the development and implementation of engagement processes for contributors, both external and internal.
CSPS018 Community Services Program Policy	The Recreation Program Review Project was launched to develop a program policy that aligns with the Triple Bottom Line, Fair Calgary and other Council directions. Collectively, these will guide Community Services' actions, services and decisions in facilitating equitable access to recreation, arts, culture, sport, social and environmental education programs. The Community Services Program Policy guides the facilitation of efficient, effective and collaborative programming internally and externally, while allowing for individual business unit outcomes where required. Using this policy, staff involved in recreation programming will provide programs that are consistent, high quality and reflective of the diverse recreational needs and preferences of Calgarians. NOTE: Recreation includes all those activities in which an individual chooses to participate in his/her leisure time and is not confined solely to sport and physical recreation programs, but includes artistic, creative, social, environmental education and intellectual activities (adapted from the National Recreation Statement, 1987). 1. Provision of a level of tax support for introductory and basic skill development programs focusing on children, youth, families and low income Calgarians. 2. Provision of recreation programming in publicly operated facilities and open spaces through direct delivery. a. To encourage a diverse range of quality recreation program opportunities for Calgarians, The City of Calgary will provide services directly to the community when a gap is identified, and other providers are not able or willing to respond to, or meet, community needs, or where The City of Calgary can do so more efficiently or effectively. b. To assist in achieving financial viability of existing and future recreational infrastructure, The City of Calgary will design and deliver some market demand recreation programs that can contribute to capital and operational sustainability. 3. Provision of leadership in the co-ordinated and co-operative planning and delivery of recreation programming through collaboration and partnerships. 4. Provision of support to build community capacity and enable community-driven recreation program delivery.
CSPS027 Greater Prince's Island-Park Master Plan	The purpose of the Master Plan and policies is to provide criteria and guidelines for allowing maximum frequency of events at Festival Market (Eau Claire) within the Greater Prince's Island Park Master Plan because they are important to supporting charities, foundations and the overall growth of the city.

DOCUMENT NAME	FINDINGS
CSPS016 The Urban Park Master Plan And Policy	Uses of the built spaces to comply with vision of the plan. The focus of this policy is the long-term enhancement of the riverine environment. It strikes a reasonable balance between the preservation and protection of natural resources, and the use and the enjoyment of the river valley park by all Calgarians. The policy defines feasible boundaries, recommends uses and associated facilities appropriate to each park type. The five individual segments identified are: a) Bow River West b) Bow River Centre c) Bow River South d) Elbow River e) Nose Creek
UEP001 The City of Calgary's Environmental Policy	The City of Calgary's Environmental Policy is the key policy statement establishing The City's commitment to environmental sustainability, and it applies to all City employees. It is intended to provide a guiding framework for developing and implementing policies and programs to meet regulatory requirements and ongoing and new environmental challenges.



Environmental services at Calgary Folk Music Festival 2022

Appendix #2

Public and Industry Engagement

The first round of engagement focused on gathering an understanding of both the current conditions and future aspirations about building an eventful city. The second focused on gathering feedback on a draft vision, mission, goals, actions, and guiding principles for the Eventful City Strategy.

Through these consultations, themes evolved and were developed into a roadmap to enable Calgary to purposefully become an Eventful City, achieved through fundamentals which have become the guiding principles for the strategy.

Both targeted and general engagement occurred during the development of the Eventful City Strategy. Public online engagement gathered feedback and ideas from the public about what makes people attend and enjoy festivals and events, what barriers exist to attending events and how The City can help ensure that festivals and events reinforce and celebrate the identity and culture of Calgary.

Festival and event groups, sector partners and City of Calgary business units were additionally engaged to gather an understanding of the current conditions and future aspirations for building an eventful city. This context informed the development of a draft vision, mission, goals and guiding principles, which were further tested with these contributors and the community.



Eventful City Strategy
Calgary's strategy for festivals
and events

Groups Report Back:
What We Heard April–July 2021

[Groups_WWH_FINAL.pdf](#)
[Calgary.ca/FestivalsAndEvents](https://calgary.ca/FestivalsAndEvents)



Eventful City Strategy
Calgary's strategy for festivals
and events

Public Report Back:
What We Heard April–May 2021

[Public_WWH_FINAL.pdf](#)
[Calgary.ca/FestivalsAndEvents](https://calgary.ca/FestivalsAndEvents)



While restrictions on public gatherings due to COVID-19 required much of the strategy's engagement to shift to an online format, over 300 organizations including Civic Partners, event organizations, suppliers, venue operators, and support organizations and businesses participated.

Engagement participants expressed that it is important that the strategy be inclusive for all the contributing groups in the festivals and events industry so that the strategies vision and mission reflect and align with the goals of the sector. Everyone can see their organizations goals aligning with the vision and mission.

The following themes evolved, which contributed to the development of the vision statement and mission:

- **Event Culture** – where City, Alberta Health Services (AHS), Alberta Gaming Liquor and Cannabis Commission (AGLC), venue staff, community residents and attendees support events in locations across the city. That events are desired and experienced as celebratory, collaborative, inclusive and inspiring.
- **Diversity** – of type and size of events that occur year round. Arts, culture, music, food and sport events. Large, multi-day, events as well as small community-focused niche events. Winter, summer and shoulder season programming.
- **Innovation/Experimentation** – creating an institutional and community environment that explores new types of festivals, and how non-traditional uses of locations could support festivals or events.
- **Legacy** – events contribute to the visibility of cultures and communities in Calgary, connect with and support local businesses and artists, and attract people and events to the city. Create a sense of connection and shared experience with attendees and contributes new infrastructure.

The following priorities were informed by the overall responses from community and contributors:

- Calgarians want to attend more events where they live, plus more events with bigger artists.
- The City works as an enabler for its partners to attract people to Calgary. Tourists go where the locals go, therefore there is a need to invest more locally.
- The industry is looking to the City to be a coach and not a gatekeeper, to expand the 'yes' culture to help solve problems, address inconsistent responses across the corporation and share annual statistics, data and access to available resources.
- With the gathering of information from the industry on an annual basis, how can this be shared more broadly and strategically to provide a level playing field of access and that tells the story to celebrate our successes and increase support to deliver festivals and events throughout the city?



Rise Up Event at Big Art Drive-in at Telus Spark

PHASE 1 – EXTERNAL ENGAGEMENT AND RESEARCH

Program Mapping	• 14 Business Units and two external interdepartmental event team member partners • Tactical-based outcomes achieved
Research	• History of festivals and events in Calgary • Municipal comparisons • Academic studies
Concept	Use the events we have in a creative and sustainable way to allow Calgary to join the group of cities described as eventful cities. (Richards & Palmer 2014) • Examples of eventful cities: Adelaide, Auckland, Austin, Dubai, Edinburgh, New Orleans, Montreal and Edmonton.
Goals	1. Develop a network of effective internal and external contributors who will collaborate in developing the strategic vision, priorities, governance and a collective vision. 2. Construct communication, marketing and data management principles to maximize resources, increase marketing effectiveness and harmonize key performance indicators to monitor outcomes and share common purpose. 3. Curate the program for the Eventful City with a strategic approach that connects events to community. 4. Invest in the existing locally produced festivals and events by assessing their readiness, integration, sustainability and impact on services, the environment and community at large. 5. Fund opportunities to connect events with community initiatives to establish a legacy that extends the reach and life of events and amplifies the positive impact of hosting to the community and its citizens. 6. Establish a more economically sustainable and financially healthy event industry through the reimaging of funding programs and support for growth and development by encouraging and facilitating collaboration across various sectors. 7. Develop new processes to optimize the utilization of existing event venues with a focus on safety, user friendly principles and year-round activation.



Outdoor Zumba fitness at Canada Day 2022 at St. Patricks Island

PHASE 2 – EXTERNAL ENGAGEMENT

The information from phase one was shared with external contributors. Through a series of engagements, themes evolved and were developed into the vision, mission, guiding principles, and a strategy action plan with five classifications, seven goals and 27 actions.

Contributor Engagement	- Public engagement online portal. Contributor engagement – online portal and facilitated sessions. Contributors included: Civic Partners, major event producers, cultural, community and neighbourhood event organizers, event venue operators, event service providers and contributing organizations.
Themes	Event Culture – where City (and Province's Alberta Health Services and Alberta Liquor, Gaming and Cannabis Commission), venue staff, community residents and attendees support events in locations across the city. That events are desired and experienced as celebratory, collaborative, inclusive and inspiring. Diversity – of type and size of events that occur year-round, including arts, culture, music, food, and sport events; large, multi-day events as well as small community-focused niche events; and winter, summer, and shoulder season programming. Innovation/experimentation – creating an institutional and community environment that explores new types of festivals, and how non-traditional uses of locations could support festivals or events. Legacy – events contribute to the visibility of cultures and communities in Calgary, connect with and support local businesses and artists, and attract people and events to the City. Create a sense of connection and shared experience with attendees and contributes new infrastructure.
Vision Statement	Enhance the event culture that is celebratory, inclusive, innovative, and that creates shared experience and lasting benefits to local communities, creators and businesses.
Mission	To elevate existing events and attract new ones, based on an innovative approach to delivery of service that aligns with a well-thought-out infrastructure plan, allowing Calgary to claim ourselves as an Eventful City.
Guiding Principles	- Value - Open and transparent evaluation process - Community input and engagement - Accessibility and inclusion - Sustainability and resilience





Appendix #3

Glossary

Administration: means The City Manager or that person's designate.

Calgary Arts Development Authority: A City of Calgary wholly-owned subsidiary governed by an independent Board of Directors, Calgary Arts Development is a not-for-profit corporation with operations and grant programs primarily funded by The City of Calgary, along with community partners, other orders of government and the private sector to support and strengthen the arts to benefit all Calgarians.

Calgary Economic Development Ltd. (CED): A City of Calgary wholly-owned subsidiary governed by an independent Board of Directors, Calgary Economic Development is a not-for-profit corporation funded primarily by The City of Calgary, along with community partners, other orders of government and the private sector to steward the Council-approved *Calgary in the New Economy; An Economic Strategy for Calgary*.

City or The City: means The City of Calgary, a municipal corporation pursuant to the Municipal Government Act (Alberta).

Civic Partner: A category in the Investment in Partnerships Policy (CP2017-01). Civic Partners are independent organizations which may deliver on Council-approved strategies, provide programs and services, or steward facilities, land, artifacts or other assets on behalf of The City; through the management of such assets, a nominal lease or an operating or capital grant over \$500, 000.

Council: means the Council for The City constituted pursuant to the Municipal Government Act (Alberta).

Council Policy: means a policy passed by resolution of Council.

Creative City: is a concept that argues creativity should be considered a strategic factor in urban development. In addition to cities being efficient and fair, a creative city provides places, experiences, and opportunities to foster creativity among its citizens.

Cultural Leadership Council: The purpose of the Cultural Leadership Council (CLC) is to provide guidance and expertise on cultural development work at The City of Calgary to ensure diverse perspectives are represented and heard. CLC also serves as a championing body for sector advocacy, to promote the advancement of arts and cultural plans, initiatives, and strategies, along with the Cultural Plan for Calgary. CLC consists of contributors from a variety of sectors, with an identified commitment to Calgary's cultural development.

Cultural Mapping: can be defined as a systematic approach to identifying, recording and classifying a community's cultural resources in order to describe and visualize them. Traditionally, cultural resources can be split into two focuses of cultural mapping: tangible and Intangible.

Diversity: is about consciously understanding and appreciating different ways of being, and knowing and ensuring that our communities reflect and respect all differences in all its forms.

Equity: an approach whereby all people – including those who bear the burden of historic and contemporary forms of marginalization, whether intentional or unintentional – have equal access to opportunities to define and achieve goals. Equity is more than an outcome; it is an on-going process that seeks to correct systemic barriers and create a more just and fair society for all.

Event Advisory Committee: An advisory committee to Administration, it is responsible for the oversight of an annual open and transparent process to evaluate, assess and measure event and festival applications, and recommend eligible Festivals and Events for subsidized The City of Calgary support and services. This committee was dissolved in 2022. With the dissolution of this committee, the Cultural Leadership Committee, derived through the Cultural Plan was named the new oversight committee of the Festivals and Events, as many of the organizations from the Event Advisory Committee sit here as well.

Eventful City: of being a 'creative city' through fostering the use of culture in strategies to revive cities and urban economies and to brand places as 'different'. Eventful city making focuses on practices of art and creative production and consumption. This implies the high frequency of festivals and events.

Federation of Calgary Communities: a member-based support organization for over 225 not-for-profits in Calgary, including the 150+ community associations.

Framework: refers to a practical due diligence guide for The City and its partners that will support consistent management practices.

Guiding Principles: refer to the norms, rules, or ethics that guide the way The City develops and works with partnerships.

Inclusion: is the process of creating a culture and environment that recognizes, appreciates, and effectively utilizes the talents, skills, and perspectives of every individual. An inclusive environment uses these skills to achieve the organization's objectives and mission; connects individuals to the organization; and encourages collaboration, flexibility, and fairness.

Interdepartmental Event Team (IET): as identified in the Festival and Event policy CSPA032, is a committee of administration, led by Calgary Recreation and its designated division, will have representation by the technical staff of the main business units involved in providing services and support to Festivals and Events, including Calgary Police Services. It is responsible for providing a technical review of all festival and event applications, as submitted via the Event Advisory Committee, to determine the type and level of services and support required for each festival and event, and providing schedules of those services for incorporation into the Service Standard Agreement. IET is currently comprised of 13 business units/divisions and three external provincial partners.

Legacy: The legacy of events has traditionally been viewed as a long-term investment for the host city, primarily through infrastructure. In broader terms, legacy can also include the economic, social and cultural impacts that the event has on the community. By understanding legacy impact, through accurate measurement, this supports decision-making for support and resource allocation and identifies improvements for the future.

Partner: as defined in the City's 'Investing in Partnership' Policy, means an independent organization that agrees to collaborate with The City to deliver positive results for Calgarians.

Partnership: as defined in the City's 'Investing in Partnership' Policy means the working relationship between The City and one or more partners to deliver positive results for Calgarians. It is characterized by the Investment of City resources and mutually agreed upon results, responsibilities and accountabilities.

Policies: government, institutional and organizational rules, regulations, and priorities that guide the entity's own and others' actions.

Tourism Calgary: Governed by an independent Board of Directors, Tourism Calgary is a Society funded by The City of Calgary, community partners, other orders of government and the private sector to increase the economic impact of Calgary's tourism economy, including a role as Calgary's official Destination Marketing Fund partner, and the home of Meetings and Conventions Calgary and the Calgary Sports and Major Events Committee.



For all information on City of Calgary events visit:
calgary.ca/FestivalsandEvents

Family Reunion 2021 at Shaw Millennium Park – Image by Brette Culp

