



AGENDA

SPC ON COMMUNITY AND PROTECTIVE SERVICES

September 8, 2021, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Councillor G-C. Carra, Chair
Councillor E. Woolley, Vice-Chair
Councillor G. Chahal
Councillor S. Chu
Councillor J. Farkas
Councillor S. Keating
Councillor J. Magliocca
Mayor N. Nenshi, Ex-Officio

SPECIAL NOTES:

*Public are encouraged to follow Council and Committee meetings using the live stream
www.calgary.ca/watchlive*

Public wishing to make a written submission and/or request to speak may do so using the public submission form at the following link: [Public Submission Form](#)

Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1. Minutes of the Regular Meeting of the Standing Policy Committee on Community and Protective Services, 2021 June 9
5. CONSENT AGENDA

5.1. DEFERRALS AND PROCEDURAL REQUESTS

None

5.2. BRIEFINGS

5.2.1. 2021 SPC on CPS Workplan – Q3 Update, CPS2021-1351

6. POSTPONED REPORTS

(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1. Eventful City Strategy, CPS2021-1353

8. ITEMS DIRECTLY TO COMMITTEE

8.1. REFERRED REPORTS

None

8.2. NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2. URGENT BUSINESS

11. ADJOURNMENT



MINUTES

SPC ON COMMUNITY AND PROTECTIVE SERVICES

**June 9, 2021, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor G-C. Carra, Chair
Councillor E. Woolley, Vice-Chair (Remote Participation)
Councillor G. Chahal (Remote Participation)
Councillor S. Chu (Remote Participation)
Councillor J. Farkas (Remote Participation)
Councillor S. Keating (Remote Participation)
Councillor J. Magliocca (Remote Participation)
Councillor D. Farrell (Remote Participation)

ALSO PRESENT: General Manager K. Black (Remote Participation)
Legislative Advisor L. Gibb
Legislative Advisor J. Palaschuk

1. **CALL TO ORDER**

Councillor Carra called the Meeting to order at 9:31 a.m.

2. **OPENING REMARKS**

Councillor Carra provided opening remarks and a traditional land acknowledgement.

ROLL CALL:

Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Farkas, Councillor Keating, Councillor Magliocca, and Councillor Woolley.

Councillor Farkas introduced a group of students from Ecole Notre-Dame-de-la-Paix in Ward 11 along with their teacher.

3. **CONFIRMATION OF AGENDA**

Moved by Councillor Woolley

That the Agenda for the 2021 June 09 Standing Policy Committee on Community and Protective Services be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

Moved by Councillor Woolley

That the following sets of Minutes be confirmed in an omnibus motion:

- 4.1 Minutes of the Regular Meeting of the Standing Policy Committee on Community and Protective Services, 2021 May 12
- 4.2 Minutes of the Special Meeting of the Standing Policy Committee on Community and Protective Services, 2021 May 27

MOTION CARRIED

5. CONSENT AGENDA

Moved by Councillor Woolley

That the Consent Agenda be approved as follows:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

- 5.2.1 2021 SPC on CPS Workplan – Q2 Update, CPS2021-0915

MOTION CARRIED

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Calgary Police Service Annual Report, CPS2021-0922

A presentation entitled "Standing Policy Committee: Presentation by Chief Constable Mark Neufeld" was distributed with respect to Report CPS2021-0922.

Councillor Farrell joined the Remote Meeting at 9:50 a.m.

Councillor Farrell left the Remote Meeting at 11:07 a.m.

Councillor Woolley rose on a Question of Privilege.

The Chair ruled on the Question of Privilege.

Moved by Councillor Woolley

That with respect to Report CPS2021-0922, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommend that Council receive this report for the Corporate Record as an update from the Calgary Police Commission (CPC) on the Calgary Police Service (CPS) for the 2020 calendar year.

For: (7): Councillor Carra, Councillor Woolley, Councillor Chahal, Councillor Chu, Councillor Farkas, Councillor Keating, and Councillor Magliocca

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Woolley

That this meeting adjourn at 11:40 a.m.

MOTION CARRIED

The following items have been forwarded on to the 2021 June 21 Combined Meeting of Council:

CONSENT

- Calgary Police Service Annual Report, CPS2021-0922

The next Regular Meeting of the Standing Policy Committee on Community and Protective Services is scheduled to be held on 2021 July 21 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

BRIEFING

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Item # 5.2.1

Community Services Briefing to

SPC on Community and Protective Services
2021 September 08

ISC: UNRESTRICTED
CPS2021-1351

2021 SPC on CPS Workplan – Q3 Update

PURPOSE OF BRIEFING

This briefing provides an overview of the reports the Standing Policy Committee on Community and Protective Services is set to receive in 2021 and beyond where known, including detail that enables members to anticipate areas of strategic focus and alignment with related initiatives, and to identify where items will be either briefings provided for information or reports presented for decision. Benefits of this approach include improved scheduling and agenda time management, and a more detailed awareness of alignment with related work and Administration's capacity. Attachments include a one-page at-a-glance calendar (Attachment 1) and the more detailed list of all outstanding motions and directions (Attachment 2).

SUPPORTING INFORMATION

Background

In early 2020, at the request of the committee chair, Administration and committee members met to plan for the coming year. Committee members expressed a desire to focus on strategic priorities and understand where related initiatives are coming to Council, to be provided with specific scheduling details, and to receive more reports as briefings where appropriate in order to dedicate sufficient time and focus to reports requiring discussion, public input, and committee decisions. Administration was encouraged to schedule reports to align strategically and enable optimal scheduling, including through seeking deferrals if necessary. This focused approach continues in 2021.

In addition to the briefings and reports set to be received through the committee as directed by Council, and those Administration presents proactively, last year the committee wished to allocate meeting time to focus on strategic priorities that are aligned with its mandate. The April 2020 meeting had been dedicated to a strategic session, but was cancelled due to the COVID-19 pandemic response. Administration will reassess options for future sessions to be held covering strategic topics proposed by the committee (which included public safety, culture, affordable housing, recreation and social supports), based on value to members and as scheduling and Administration's capacity allows.

Previous Council Direction

On 2007 February 06, the Personnel and Accountability Committee approved PAC2007-05 Status of Outstanding Motions and Directions, directing Administration to bring forward as an item of business to each Standing Policy Committee (SPC) a list of tabled and referred motions and reports; such lists were to be reviewed by each SPC on a quarterly basis.

On 2021 June 9, the SPC on Community and Protective Services received for information CPS2021-0915 2021 SPC on CPS Workplan – Q2 Update, which provided the most recent previous update. New updates continue to be provided quarterly.

ATTACHMENTS

1. 2021 SPC on CPS Calendar
2. 2021 Q3 Status of Outstanding Motions and Directions

2021 Standing Policy Committee on Community and Protective Services Calendar

(as of 2021 September 8; dates may be subject to change)

Report (for decision)
Briefing (for information)

Q1			Q2			Q3			Q4		
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
SPC on CPS											
	Addressing Racism Anti-Racism Action Committee - Terms of Reference Amendment	Livery Transport Bylaw Review Proposed 2021 Special Tax Bylaw for Enhanced Landscape Maintenance <i>SPC on CPS Workplan – Q1 Update</i>	Community-Based Public Safety Task Force Report Combative Sports Commission Annual Report and Bylaw	Beltline & Inglewood Pools Program Responsible Pet Ownership Bylaw Review Licence and Community Standards Appeal Board – Nuisance and Vicious Animal Appeals Friends of HMCS Calgary Committee Terms of Reference Amendments Civic Partners Annual Report (2 nd SPC on CPS mtg)	Calgary Police Service Annual Report <i>SPC on CPS Workplan – Q2 Update</i>			Eventful City Strategy <i>SPC on CPS Workplan – Q3 Update</i>		Accessible Taxi /WAV Update Alcohol in Calgary Parks - Pilot Program Results Strengthening the Smoking & Vaping Bylaw	FCSS Review and Funding Recommendations Winter City Strategy Responsible Pet Ownership Bylaw Update Co-creating an Indigenous Relations Governance Model <i>Recreation Capital Investment Strategy Progress Update</i> <i>SPC on CPS Workplan – Q4 Update</i>
Emergency Management Committee											
				Status of Emergency Preparedness – Severe Summer Weather Risks COVID-19 Updates <i>Status of Emergency Preparedness 2020</i>				COVID-19 Update			Status of Emergency Preparedness – Risk Topic TBD

Q1			Q2			Q3			Q4		
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Known Related Reports to Council/Other Committees											
BIA Board Nominations (Council)	COVID-19 (Council) Moving to an External Operator for City Golf Courses (PFC) CIF– Heritage Calgary (PFC) CIF – Learning CITY (PFC) Capping Delivery Fees (PFC) Community Safety Investments Joint-Funding Partnership (IGA)	COVID-19 & Face Coverings Bylaw (Council) Community Housing Program Portfolio Update (Council) Mental Health & Addiction Community Strategy & Action Plan (PFC) Public Art Update (PFC) Mitigating the Impacts of Severe Weather Events (PFC) <i>Public Art in NE Calgary (Council)</i>	COVID-19 (Council) Designation of 26 Historic Streetscapes (PUD)	COVID-19 (Council) Annual Reports from BCCs [including Anti-Racism Action Committee] (BCC Mtg) Naming of City Parks (PFC) Affordable Housing Development Financing, (PFC) CED Economic Strategy Update (PFC) OCIF Governance Structure (PFC) Affordable Housing Update (IGA) Civic Partners Audit Report (Audit)	COVID-19 & Face Coverings Bylaw (Council) Revised Recreation Capital Investment Strategy (Council) Strategic Session on Equity (Council) Community Safety Investment Framework Funding Options (PFC) CIF – Clear Justice Guided Police Complaints App (PFC) White Goose Flying Update (PFC)			CIF – Grass Roots Park Space Development (PFC) CCF – Symons Valley Park (PFC) CCF – Silver Springs Building Addition (PFC) General Hospital Legacy Fund Terms of Reference and Bridge Project (PFC) Naming of a City Park (PFC)			CIF Outcomes – LearningCITY (PFC)

2021 Q3 Status of Outstanding Motions and Directions

Standing Policy Committee (SPC) on Community and Protective Services

The following table details the outstanding direction from Council for reports to return to the SPC on Community and Protective Services as of 2021 September 8, with items listed in order of anticipated report back date.

ANTICIPATED DATE	ITEM	BRIEFING OR REPORT	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION
2021 September 8	Eventful City Strategy	Report	Develop a Festival and Event Strategy (approved by Council through the One Calgary service plan and budget).	C2018-1158	2018 November 14
2021 November 10	Accessible Taxi Incentive Program/ WAV Update	Report	Monitor the effectiveness of the Accessible Taxi Incentive Program and report back.	CPS2018-1033	2018 October 15
	Alcohol in Calgary Parks - Pilot Program Results	Report	Report on outcomes of implementation of the pilot program for public consumption of alcohol in Calgary parks.	PFC2021-0618	2021 April 27
	Strengthening the Smoking and Vaping Bylaw Review	Report	Update and make possible bylaw amendments subsequent to the provincial decision on amendments to the Tobacco and Smoking Reduction Act.	CPS2019-1405	2019 December 16
2021 December 8	Family and Community Support Services (FCSS) Review and Funding Recommendations	Report	Propose funding recommendations for Council approval as per the FCSS Policy [<i>annual Q4 report</i>]. Will include review of FCSS and Calgary Neighbourhoods' role in delivering the program.	FCSS Policy C2019-1052	2016 November 2019 November 29
	Winter City Strategy	Report	Develop a Winter City Strategy (approved by Council through the One Calgary service plan and budget).	C2018-1158	2018 November 14
	Responsible Pet Ownership Bylaw Update	Report	Engage in specific consultation with the dog walker industry and return to Council no later than Q4 2021 with any recommended amendments to this bylaw.	CPS2021-0740	2021 May 31
	Co-creating an Indigenous Relations Governance Model for The City of Calgary	Report	Work with the Indigenous community to co-create an Indigenous relations governance model for The City of Calgary that aligns with the Indigenous Policy and includes relevant Indigenous governance best practices and provide a progress report back to Council no later than Q4 2021.	CPS2020-1102	2020 November

	Recreation Capital Investment Strategy Progress Update (Briefing)	Briefing	Commence an overall phasing and construction timeline for these projects, returning to Council through the Standing Policy Committee on Community and Protective Services with a progress update no later than Q4 2021.	C2021-0911	2021 June 21
2022 Q1	Street Harassment Bylaw	Report	Review current bylaws related to public safety, through Gender Based Analysis Plus, and identify existing gaps with respect to street harassment; engage with Calgarians and the Social Wellbeing Advisory Committee on the topic of street harassment and its resulting impacts on quality of life; determine whether The City has the jurisdiction required to enact a constitutionally defensible bylaw that addresses street harassment, especially for certain groups that are at greater risk; and report back through the SPC on CPS by Q1 2022.	PFC2020-1370	2020 December 14
2022 Q4	Community Representation Framework Progress Update	Report	Return with a progress report on the implementation of the Community Representation Framework. <i>[Deferral to 2022 Q4 approved]</i>	CPS2018-1393	2018 December 17
Date to be determined	Business Improvement Area Policy & Governance Framework	Report	Report back on the Business Improvement Area policy and governance framework to no later than one year after the Provincial legislative changes related to Business Improvement Areas are finalized.	CPS2018-1097	2018 December 17
Quarterly	SPC on CPS Workplan/Status of Outstanding Motions and Directions	Briefing	Administration to bring forward as an item of business to each Standing Policy Committee a list of tabled and referred motions and reports for each committee; such lists to be reviewed by each Standing Policy Committee to be dealt with on a quarterly basis.	PAC2007-05	2007 February 6

**Community Services Report to
SPC on Community and Protective Services
2021 September 8**

**ISC: UNRESTRICTED
CPS2021-1353
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Eventful City Strategy

RECOMMENDATIONS:

That the Standing Policy Committee on Community and Protective Services recommend that Council:

- 1) Receive the Eventful City Strategy and Action Plan developed as directed by Council through One Calgary 2019-2022; and
- 2) Refer future operating and capital investments to the 2023-2026 Service Plan and Budget process.

And that the Standing Policy Committee on Community and Protective Services direct that this report be forwarded as an Item of Urgent Business to the 2021 September 13 Combined Meeting of Council.

HIGHLIGHTS

- The Eventful City Strategy outlines The City of Calgary's vision and roadmap for creating a vibrant city to attract and retain businesses and talent, bolster local cultural assets and resources, regenerate the urban fabric and create social, cultural, and economic prosperity.
- **What does this mean to Calgarians?** The global pandemic highlighted the importance of festivals and events as opportunities to come together to alleviate feelings of isolation and create new memories through shared experiences.
- Targeted investments can enhance the number of year-round art, sport and cultural festivals and events and boost the local economy. Calgarians will have greater access to products, services and amenity offerings, including low- and no-cost events across geographic locations, demographic and social affiliations, and will attract visitors to support the local tourism sector.
- **Why does it matter?** This industry plays a key role in our city's recovery through the social, cultural and economic benefits that festivals and events generate. Festivals and events are key to creating a place where people want to live, visit, and invest in new businesses, and are vital to our city's ongoing success.
- Background and Previous Council Direction: to develop both the Eventful City and Winter City Strategy through One Calgary in 2018. In 2019, Council allocated \$400K, one-time support for the development of the Winter City and Eventful City Strategies.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city

DISCUSSION

Vision for the Future

The Eventful City Strategy provides the vision and strategic direction to enhance Calgary's event culture as celebratory, inclusive and innovative, creating shared experiences and lasting benefits to local communities, creators and businesses (Attachment 1).

**Community Services Report to
SPC on Community and Protective Services
2021 September 8**

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Eventful City Strategy

The City has seen great success in executing festivals and events from a tactical perspective. To move forward and achieve further benefits, we need to apply a strategic lens to resourcing, planning, and providing event infrastructure. The Eventful City Strategy provides this lens.

A strategic plan with targeted investments will amplify the impact of our efforts to achieve improvements and growth in the following areas:

- support and coordination with our external partners
- further coordination efficiencies of working efforts within the Corporation
- facilitation of a strategic approach and framework to support festivals and events of all sizes
- support for event infrastructure growth and sustainment

The strategy's Action Plan outlines seven goals and 26 actions The City and partners can implement to enhance community experience, support adaptability and resilience, refine planning and organizing practices, and establish marketing and communication principles.

The strategy identifies two key investment areas that are required for success. A secure budget is required to implement the following initiatives (Attachment 2):

- dedicated planning resources to develop and connect events to communities to provide lasting benefits for Calgarians in all areas of the city
- renew existing and build new purpose-built event-suitable infrastructure to support events in all areas of the city, and to attract larger events into the local market

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☒ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

Due to the restriction on public gatherings in April and May 2021, engagement occurred online. The City's Engage Portal collected public and stakeholder input through online surveys. Engagement opportunities including a Stakeholder Online Hub, Stakeholder Summit/Workshop and two rounds of targeted stakeholder conversations drew the participation of over 300 organizations including Civic Partners, event organizations, suppliers, venue operators, and support organizations and businesses.

IMPLICATIONS

Social

Festivals and events have been an integral part of cities' social and economic fabric for centuries. They serve to bring people together to share experiences in meaningful ways. The City of Calgary recognizes that festivals and events enhance quality of life and are essential elements in creating complete communities by providing opportunities to celebrate, gather, connect, create unique experiences and share transcultural values.

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2021 September 8**

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Eventful City Strategy

Environmental

Improvement to existing aging infrastructure will provide opportunities to introduce greener hosting practices when supporting and delivering events. Aligning event venues with mass transit options and at locations in communities will reduce vehicle emissions as citizens will be able to attend events in their own communities, accessible through alternative modes of transportation.

Economic

The festival and event industry contributes to the local economy. As reported through Alberta Live Events Coalition ([ALEC](#)), the event industry impact to the Alberta economy equals to approximately 35,500 direct jobs and contributes \$4 Billion to the GDP.

Service and Financial Implications

Other: New Operating One Time and Base, New Capital

An annual investment to support the strategy's implementation and a one-time investment to develop community capacity will be proposed in the 2023-2026 Service Plan and Budget process.

A capital investment will be requested in the 2023-2026 Service Plan and Budget process to: upgrade three existing venues and build one new large capacity venue; complete an inventory and assessment study of City and market venues available and needed to support hosting opportunities; and initiate a signage program (Attachment 2).

RISK

Without strategic planning and implementation, the festival and event industry will stagnate and fail to meet the desired outcomes and objectives of citizens. This may result in a reputational risk for The City, reduced confidence within the industry and community, and a loss of new and existing event opportunities. The strategy demonstrates how to reduce gaps and continue to grow while minimizing pressures on the existing oversubscribed venues.

Citizens may question if the proposed investment is necessary or is a non-essential service. The strategy demonstrates both the social and economic benefits of investing in event infrastructure and the need for a communication plan outlining the benefits.

ATTACHMENTS

1. Eventful City Strategy Overview
2. Eventful City Strategy Investment Categories and Benefits

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male	Chief Financial Office	Inform
Chris Arthurs	Deputy City Manager's Office	Inform
Michael Thompson	Green Line	Inform

Eventful City Strategy Overview

Background:

City Council, in approving the 2019-2022 One Calgary Budget, directed Administration to develop and implement an Eventful City Strategy.

Strategy Development:

Phase 1: Internal Engagement and Research

Strategy development began with program mapping and research to develop the concept and goals.

Program Mapping	<ul style="list-style-type: none"> 14 Business Units and 2 External Interdepartmental Event Team member partners Tactical based outcomes achieved
Research	<ul style="list-style-type: none"> History of festivals and events in Calgary Municipal comparisons Academic studies
Concept	<p>Use the events we have in a creative and sustainable way to allow Calgary to join the group of cities described as Eventful Cities</p> <ul style="list-style-type: none"> Examples of Eventful Cities: Adelaide, Auckland, Austin, Dubai, Edinburgh, New Orleans, Montreal and Edmonton
Goals	<ol style="list-style-type: none"> Develop a network of effective internal and external stakeholders that will collaborate in developing the strategic vision, priorities, governance and a collective vision 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 Curate the program for the Eventful City with a strategic approach that connects events to community 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 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 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 Develop new processes to optimize the utilization of existing event venues with a focus on safety, user friendly principles and year-round activation

Phase 2: External Engagement

The information from phase one was shared with external stakeholders. 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 26 actions.

Stakeholder Engagement	<ul style="list-style-type: none"> Public Engagement online portal Stakeholder Engagement - online portal and facilitated sessions <p>Stakeholders included: Civic Partners, Major Event Producers, Cultural, Community and Neighbourhood Event Organizers, Event Venue Operators, Event Service Providers and Contributing Organizations</p>
Themes	<ul style="list-style-type: none"> Event Culture – where City (and AHS, ALGC), 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	<ul style="list-style-type: none"> Value Open and Transparent Evaluation Process Community Input and Engagement Accessibility and Inclusion Sustainability and Resilience

Goals and Actions

Goal Classification	Goal(s)	Actions
Working Together	Goal 1: Develop a network of effective internal and external stakeholders 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	<ol style="list-style-type: none"> 1. Review City application methods to identify efficiencies and streamline approvals based on type of events and time of year. 2. Establish baseline requirements for organizers and host organizations to support festivals and events of all sizes. 3. Collaborate with external partners, to support future development, identify gaps in legislation, process improvements, and to build relationships and connections to other levels of government. 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. 5. Establish ways to network (formal and informal) for organizers to share experiences, learning and advice with each other.
Information, Marketing and Monitoring	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	<ol style="list-style-type: none"> 6. Identify shared and coordinated marketing tools, that could include banners, digital signs and cross promotional offers. 7. 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. 8. Align performance measures to support reporting to the City of Calgary and City Council as needed to demonstrate value of festivals and events. 9. Develop a program calendar of scheduled events to support planning and identify the best method(s) of exposure to the public. 10. Develop education tools to address concerns and identify mitigation actions to balance festival or event activities with citizens use and enjoyment of their communities. 11. 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.
Connecting to Community	Goal 3: Curate the program for the eventful city with a strategic approach that connects	<ol style="list-style-type: none"> 12. Define programmatic values and priorities that reflect unique events with a range of topics that occur in multiple locations across the city.

	<p>events to community</p> <p>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</p>	<p>13. Define requirements for hosting a safe and welcoming event. Address items such as cost, location, space needs, current provincial regulations, security personnel, getting to-from events, wayfinding, etc. and alignment with host community principles.</p> <p>14. 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.</p> <p>15. Clarify the City's role in direct programming responsibilities and identify partners' existing key initiatives that further the City's priorities.</p> <p>16. Establish and promote a legacy component from events that leads to awareness and positive new experiences.</p>
Funding	<p>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</p> <p>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</p>	<p>17. Review existing funding programs for events at The City and assess effectiveness, barriers and restrictions.</p> <p>18. 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.</p> <p>19. 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.</p> <p>20. Maintain direct access to City services and resources through one point of contact who facilitates access to City Departments and permitting.</p>
Infrastructure	<p>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</p>	<p>21. Understand the capability of existing event sites, identify new or re-purposing opportunity sites to prioritize infrastructure investments.</p> <p>22. 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.</p> <p>23. Develop a consistent approach to City operational practices in civic venues.</p>

		<ul style="list-style-type: none">24. Develop a plan to upgrade aging infrastructure reducing barriers to supporting events, and attracting large, international events to the city.25. Increase infrastructure to support small to medium sized events and turn-key 'facilities' designed for rain, cold or shine activation.26. Review existing development processes to incorporate event friendly principles in future development planning.27. Use new processes to guide future infrastructure investments to support growth in the industry.
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Eventful City Strategy: Investment Categories and Benefits

Operating Investment Breakdown

One-time:

Investment Categories	Description	Benefits
Celebrations Study	A study and engagement to identify how citizens do or would like to celebrate in their community and identify programming and amenity gaps	<p>Increases effectiveness when animating the city by establishing the story for each community that aligns events with places to build awareness and positive experiences</p> <p>Increases efficiency in community planning by providing information to support the development of gathering spaces and community well-being</p> <p>Increases efficiency when processing event requests through the creation of an assessment tool</p>
'Event Planners in Residence' project	Following the Celebrations Study, a range of professional event planners will be selected by Calgary communities. Event Planners will be tasked to match existing events with event spaces or generate new events and identify new sites to fill gaps	<p>Builds community capacity by providing a 'guiding hand' to develop and/or integrate existing events through professional expertise and mentorship.</p> <p>This support will assist community leaders to meet goals and aspirations in the development of complete communities where opportunities to gather and celebrate are the focus</p> <p>Fosters citizen commitment and support for festivals and events by matching events to places and spaces where citizens can embrace opportunities that reflect their vision of their community</p>
Commission Festival and Event Guidebook	Develop user friendly guide to support Event Organizers when hosting events in Calgary through best practices and requirements to access City services and support	Increases efficiencies and reduce staff time needed to process applications and support events by an anticipated 10%

Base:

Investment Categories	Description	Benefits
Community Initiative Grant	Grant funding to implement actions identified by the 'Event Planners in Residence' program	Expands festival and event opportunities across the city by providing funding to support programming in underserved areas of the city Provides opportunity to bring legacy programming to communities evolving out of Major Bid events
Ongoing Strategic Planning and Coordination	A dedicated team of two FTE's to implement the actions and leverage the outcomes identified in the Strategy	Strengthens and amplifies the local industry through effective administrative practices, improving access to expertise, collaboration opportunities and information sharing

Capital Investment Breakdown:

Investment	Description	Benefits
Capital Investment Program to Upgrade Event Venues (Prince's Island Park Stage, Shaw Millennium Park and Prairie Winds Park)	Four-year funding program to upgrade 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	Reduces costs of set-up and operations, increasing efficiencies and safety while expanding the ability to attract more events to Calgary that bring economic benefits through lower hosting costs
Facility Inventory Study	Study of City and market assets to assess appropriate uses and types of facilities required to meet event hosting capabilities and identify gaps in alignment with this strategy.	Expands Calgary's hosting abilities through market collaboration to identify key infrastructure investments needed to support community access and growth
Event Signage Program	Capital funding to purchase and install permanent and temporary display boards and signage to promote festival and events	Increased effectiveness of information and promotion to citizens and tourists through active communication of opportunities to participate in festivals and events
MOBS (Millican Ogden Brownfield Site) Development	Capital funding for construction phase of new outdoor festival site near the urban centre <i>Funding for phases 1-3 are secured. Project to be shovel ready by Q4 2022</i>	Reintegrates risk managed lands into Calgary's active urban fabric through the creation of our largest outdoor festival venue Fills amenity gap by attracting larger events and supports a bigger range of events Provides social, cultural and economic benefits, including annual economic stimulation of \$50M when operating at capacity, aligning with other North American venues of similar capacity