

APPENDIX 2F

**CITY OF CALGARY
POLICY RESEARCH**



CITY OF CALGARY POLICY RESEARCH

For Calgary Bid Exploration Committee

Haskayne Consulting Group

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CALGARY ECONOMIC DEVELOPMENT STRATEGY AREAS OF FOCUS

Purpose

Calgary Economic Development works with business, government and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce.

Vision

Calgary is a city of boundless energy. The source of our energy and economic success is our sense of community and our commitment to shared prosperity and sustainable development. We welcome everyone to be part of the energy.

People Represented

The entire city of Calgary.

Policy

The Strategy identifies six areas of focus:

1. Global – Build on Calgary's position as the centre for responsible energy development and leadership.
2. Entrepreneurial – Build on Calgary's business strengths, infrastructure and location to strategically grow non energy-related sectors.
3. Innovative – Promote a culture of innovation throughout industry, the public sector, educational institutions and community agencies.
4. Community – Build Calgary as a model city for sustainable development and affordable living, one that promotes a creative and active lifestyle.
5. People – Invest in equal opportunity and prosperity for all Calgarians.
6. Collaborative – Connect organizations and individuals to build collaboration, leadership and reporting on the activities of the Economic Strategy for Calgary.

Strategy

The Strategy identifies six energies as areas of focus: Global, Entrepreneurial, Innovative, Community, People, and Collaborative. They build on the strength of the energy sector, support entrepreneurs, give greater attention to growing technology and innovation as well as raise the profile and importance of building, attracting and retaining a skilled work force through a renewed focus on people and community. Finally, and most importantly, there is attention given to the need to work more collaboratively to ensure the implementation of the Strategy is successful.

Governing Body

Managed by an independent Board of Directors, Calgary Economic Development is a not-for-profit corporation funded by the City of Calgary, community partners, other orders of government and the private sector through the Action Calgary program.

CALGARY’S CIVIC ARTS POLICY

Established

April 14, 2004

Purpose

To ensure civic leadership and investment in the arts has a clear and measurable impact on the aesthetic, social, economic and cultural quality of life in Calgary.

Vision

That Calgary’s:

1. Citizens have opportunities to engage in creative pursuits as artists, students and audience members.
2. Artists work in an open and encouraging environment that places high value on their contributions to our community.
3. Reputation as an inclusive, innovative and culturally vibrant city is broadly recognized.

People Represented

The entire city of Calgary.

Policy

The following principles are meant to serve together as a guide to practice and decision-making as the policy is implemented:

1. The arts play a leadership role in the future of Calgary.
2. Artists are welcome in Calgary.
3. The arts are accessible and engage as many Calgarians as possible.
4. Calgary’s artists are recognized for their excellence.
5. Unique and authentic characteristics of Calgary’s arts scene are identified and strengthened.
6. Stakeholders cooperate and create connections to realize the full potential of the arts.
7. Arts and culture are recognized as an important part of a vibrant city.
8. Arts and culture considerations are included in municipal planning.
9. Accountability is maintained when making arts-related investments.
10. Municipal investments in the arts leverage investment from other orders of government and other sectors.
11. Investments made in the arts are focused on long-term growth and sustainability of the sector as a dual responsibility of funders and arts organizations.

Procedure

City Council will delegate the creation, maintenance, and implementation of a long-term strategic plan for the arts, in line with this policy, to a single arm’s- length arts authority. City Administration will ensure that The City of Calgary’s organization structure provides clear responsibility and accountability for all City of Calgary arts-related operations and policy. They will also ensure that The City of Calgary’s arts-related operations complement and support the work of the arm’s-length arts authority, with no duplication of activities.

CENTRE CITY PLAN VISION AND PRINCIPLES

Established

May 7, 2007

Purpose

The Centre City is expected to undergo significant change over the next thirty years. Many new services, buildings and public spaces will be required to successfully integrate this dynamic growth. This plan addresses eight topic areas to ensure that attention is paid to all three of the mentioned components as they are interconnected and mutually supportive.

Vision

The Centre City Plan presents a new vision for the Centre City. The Centre City will be a livable, thriving and caring place. Addressing all three areas with equal attention will result in the creation of a great urban place.

People Represented

The entire city of Calgary.

Role of the Plan

1. A guide for making long-range planning decisions.
When major new infrastructure projects, programs or policy initiatives or land development projects are being proposed and evaluated, the Plan can be used as a non-statutory guide in assessing both short and long term impacts of the proposal on the future of the Center City.
2. An input into the development of Corporate Work Programs and Budgets.
The Plan will be used as a guide to assist in coordinating and prioritizing actions while preparing work programs and budgets.
3. A source of ideas and inspiration for community action and collaboration.
The Plan will serve as a source of ideas and inspiration for actions that will be aligned with and mutually supportive of the Plan's vision and principles.

Fundamental Principals

1. Build livable, inclusive and connected neighborhoods.
2. Put pedestrians first.
3. Create great streets, places and buildings – for people.
4. Support and enhance center city as Calgary's center of culture, information exchange and communication.
5. Ensure the center city remains and grows in reputation as a location of choice for business.
6. Create and maintain a caring and safe center city environment.
7. Create a lively, active and animated environment.
8. Be a model of urban ecology.

Governing Body

The City of Calgary.

Economics

1. Monitor the economic health of the Center City in order to identify emerging issues that may pose challenges or threats to its long-term sustainability.
2. When issues are identified, action strategies should be promptly developed to ensure that the Center City remains a location of choice for business.
3. Ensure the business community is provided the environment, infrastructure, services and amenities necessary to flourish and prosper within the Center City and remain competitive in the international marketplace.
4. In order to meet future office demand, support the expansion of the Downtown office core south of the CPR tracks to 12 Avenues when land supply in the Downtown becomes constrained.
5. Support the development and growth of local businesses, both large and small to ensure that the Center City retains its local character.

CIVIC SPORT POLICY

Established

November 11, 2005

Purpose

The City of Calgary developed the Civic Sport Policy with framework to set a clear direction for the future of sport in Calgary. This enables the Calgary Recreation Business Unit to be a single window to administration on sport issues; acting as the liaison and operational complement to the proposed sport bodies. The Civic Sport Policy focuses on improving focus and accountability for The City of Calgary's sports related roles.

Vision

The vision of the Policy is to create a dynamic sport environment that enables all Calgarians to experience and enjoy involvement in sport to the extent of their abilities and interests. The Policy reflects The City of Calgary's Corporate Vision: "Working together to create and sustain a vibrant, healthy, safe and caring community". The Civic Sport Policy aims to establish Calgary as a leader in the sport development industry. This will enhance Calgary's profile and enable it to host major events and fully develop sport as an integral part of Calgary's culture.

People Represented

The Civic Sport Policy affects all Calgarians interested in sports, community, and volunteering.

Policy

The City of Calgary also acknowledges the important role and contribution that amateur and professional sport plays in terms of community, economic development, and on the health and wellbeing of all Calgarians. Accordingly, the City of Calgary will:

1. Align and coordinate the development of Calgary's sport infrastructure and programs with the Canadian Sport Policy at the national level, and the "Sport Plan for Alberta" at the provincial level.
2. Enable an independent sport body, the Calgary Sport Council, to represent the interest, goals, and objectives of amateur sport to City Council and Administration.
3. Enable an independent sport authority, the Calgary Sport Tourism Authority, to compete with other jurisdictions in the bidding and hosting of, national and international sporting events.
4. Identify and prioritize sport programs and initiatives by supporting and participating in partnerships with sport organizations and associations, businesses, community groups, and the federal, provincial and other municipal governments.
5. Implement a multi-year funding strategy to provide sustainable, consistent and predictable funds for sport infrastructure, programs, and initiatives.
6. Profile and market Calgary as a proactive sport community in its marketing materials.
7. Support community-based programs and initiatives that will promote and facilitate accessibility of sport for all Calgarians.

8. Recognize the sport contribution of outstanding athletes, coaches, teams, and other individuals to the city in an annual formal event.

Procedure

The following outlines the procedures for The City of Calgary to implement and administer The Civic Sport Policy:

1. Align City of Calgary strategic plans with “The Canadian Sport Policy”.
2. Create a memorandum of understanding with the Calgary Sport Council that acknowledges and identifies the roles and responsibilities of The City of Calgary and the CSC.
3. Create a memorandum of understanding with the Calgary Sport Tourism Authority to develop a bidding and hosting plan.
4. Develop an action plan with the Calgary Sport Council to identify strategies to complement “The Canadian Sport Policy” including creating appropriate partnerships that will enable the prioritization of sport programs and initiatives.
5. Align municipal sport infrastructure programs and initiatives with the community through consultation and collaboration.

Governing Body

The main role for governing the Civic Sport Policy has been given to two main organizations, the Calgary Sport Council and the Calgary Sport Tourism Authority.

1. The Calgary Sport Council is the City of Calgary’s independent representative for the amateur sport community. The Calgary Sport Council acts as a membership-driven unified voice for amateur sport in Calgary, promoting and representing sport priorities to City Council. The Calgary Sport Council will work with Calgary Recreation Business Unit, Calgary Sport Tourism Authority, and other groups related to sports within Calgary.
2. The Calgary Sport Tourism Authority (CSTA) is the main authority for providing expertise for bidding and hosting major sporting events. The CSTA works to develop a decision-making framework for sport event tourism in Calgary. This includes making recommendations to Council for City of Calgary’s involvement in both national and international events. The CSTA provides a framework for developing and aligning stakeholders, and encouraging private and public sector partnerships to support sport bidding and hosting. They also coordinate with Federal and Provincial Hosting and Bidding Strategy.

Economics

The Civic Sport Policy reflects the significant social and economic impact of sport to the community and the quality of life to Calgarians. Its goal is to contribute by stimulating economic development, tourism, civic recognition, and exposure through attracting, supporting and promoting amateur sporting games and events. The policy encourages investment in the maintenance and development of sport facilities throughout the City.

CULTURAL PLAN FOR CALGARY

Established

June 2016

Purpose

To guide decisions regarding how best to support and grow the city's cultural resources and how to integrate these cultural resources and opportunities across all aspects of planning and decision-making.

Vision

To change the perceptions of Calgary as an innovative, entrepreneurial and creative city promoting opportunities in non-energy industries including transportation agribusiness, renewable energy and creative industries (including television, film, and interactive media).

People Represented

The entire city of Calgary.

Strategic Priorities

1. Diversity of People: Maximize Calgary's Diversity Advantage.
2. Cultural Sector and Creative Industries: Grow Calgary's Cultural Sector and Creative Industries.
3. Neighbourhoods and Districts: Activate Culturally Vibrant Neighbourhoods and Districts.
4. Centre City: Reinvigorate Centre City as the Cultural Heart of the City.
5. Heritage: Conserve and Celebrate Calgary's Built, Natural and Indigenous Heritage.

City of Calgary Roles and Responsibilities

1. Planning and Policy - Integrating culture into plans and policies across all departments. Applying a cultural lens to municipal planning and decision-making.
2. Partner - Establishing and sustaining relationships with external partners, with organizations within the cultural sector and with community and business partners.
3. Facilitator and convenor – Building connections, strengthening collaboration.
4. Exemplar of best practice – Act as an example of best practices in planning culturally.
5. Promoter and champion – Acting as an advocate for cultural development within the City and beyond.
6. Funder and Provider – Continuing to invest in cultural development and deliver programs and activities.

Governing Body

City Council alongside its community partners are responsible for ensuring that the goals laid out by the Cultural Plan are implemented into all actions and decisions made by City of Calgary. The Cultural Plan for Calgary aligns policies and actions across departments and business units to ensure the City's "One Voice" initiative is upheld in the community development.

Action Items

In order to support cross-departmental collaboration in planning culturally, new collaborative mechanisms may be needed. The following key actions are recommended:

1. Action 1 – Prepare a Cultural Policy Guideline that will define the scope and parameters of the City’s actions in cultural planning and development. Following review and approval by Council, a separate set of administrative guidelines will be drafted to provide direction to staff in interpreting and implementing cultural policies, plans, and initiatives.
2. Action 2 – Establish a Cultural Team composed of City of Calgary staff and meet quarterly to share information and build understanding related to cultural development and to planning culturally.
3. Action 3 – Establish a Cultural Leadership Council to advocate and support the implementation of the Cultural Plan and the ongoing objective of planning culturally.
4. Action 4 – The Cultural Leadership Council should convene an Annual Cultural Summit to communicate achievements in implementing the Cultural Plan and to seek community input in identifying new and emerging issues.

Economics

The Policy acknowledges the important and expanding contribution cultural resources and creative industries make to the quality of life in Calgary critical to attracting talent and investment in today’s economy. More specific “Action Areas” include:

1. Grow the creative industries and the digital economy.
2. Grow tourism through enhanced local attractions and better collaboration, with world-class regional destinations. Specific recommendations include:
 - a. Support Calgary Arts Development Authority developing art-related tourism.
 - b. Showcase Calgary festivals, events and cultural activities.
3. Address greater connectivity between, Calgary’s primary cultural, recreation and commercial districts in the city centre (Stampede Park to Calgary Zoo and Inglewood to Downtown West Village).
4. Establish Calgary as an artistically vibrant city and cultural destination in Canada.

FESTIVAL AND EVENT POLICY

Established

February 9, 2010

Purpose

The Policy will contribute to fostering increased vibrancy in Calgary by providing a foundation for the effective development, management and resource allocation of services throughout The City of Calgary in regards to festivals and events.

Vision

The overall scope of this Policy adheres to the following seven guiding principles: value (improving the quality of life of communities), open and transparent evaluation process, community input and engagement, responsibility (providing safe facilities, equipment, and overall environment), sustainability, accessibility, and diversity of opportunities (whether events are local, international, new, emerging, or established).

People Represented

The entire city of Calgary and all groups with intentions to set up a festival or an event.

Policy

The supporting management and approvals process will apply to the following definition of a Festival or Event:

1. An organized gathering of people for primary purpose of supporting a community, cultural, recreational or sport experience within a limited period of time and available to the general public.
2. A parade of people, and or animals, and or vehicles which will travel in unison for the purpose of celebration.
3. A sport competition or recreational or cultural activity that is sanctioned by a recognized authority, such as City Council and/or its designated authority.
4. Any such activity that would have a significant impact on public property, facilities and/or public safety.
5. Any such activity that would involve the support and/or services of two or more Business Units of the City of Calgary.

Procedure

The following outlines the procedures for City of Calgary to implement and administer the Festival and Event Policy:

1. The City of Calgary will develop a fee schedule for festivals and events in order to identify transactional service costs, materials cost, and rates of labour.
2. An Event Advisory Committee will evaluate, assess, measure, and recommend eligible festivals and events, for subsidized City of Calgary support and services based on an Event Impact Model.

3. Business Units involved in providing support and services will participate on an Interdepartmental Event Team for technical and tactical reviews of each Festival and Event application. Based on these reviews, a Service Standard Agreement will be negotiated with each Festival and Event organization summarizing all support and services provided by The City of Calgary. Members of this team include Calgary Police Services, Alberta Health Services, Alberta Government Liquor Commission, and other external organizations as necessary.

Management Framework

Administration is responsible for developing a management framework that will contribute to the overall direction and priorities determined by Council and act as a blueprint for the implementation and administration of the Policy. The management framework is a continually evolving process, and currently consists of the following six parts:

1. Event Advisory Committee - 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.
2. Event Steering Committee - Responsible for the oversight and implementation of this policy throughout The City of Calgary.
3. Interdepartmental Event Team - Responsible for providing a technical review of all Event and Festival 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.
4. Recreation - The Business Unit with the authority for implementation and execution of all elements of the policy
5. Appeals Committee - An Appeals Committee will be formed, as required, and will consist of representatives from both the Event Advisory Committee and the Event Steering Committee. The decisions of this committee will be deemed final.
6. Calgary Sport Tourism Authority - The Calgary Sport Tourism Authority has a mandate from City Council to actively win and attract major sporting events that benefit tourism, sport, economic development and community vitality.

Economics

The Policy reflects The City of Calgary's commitment to economic impacts from all festivals and events. It includes an impact model that develops baseline criteria for determining and understanding the benefits of an event or festival, specifically those which have a financial impact. The Policy addresses fees and subsidies that will be paid by The City in regards to all events and festivals. City Council has mandated that efforts are made to actively win and attract major sporting events that benefit tourism, sport, economic development and community vitality.

IMAGINECALGARY TARGETS

Purpose

imagineCalgary is an initiative that represents the voice of 18,000 Calgarians and sets forth a detailed plan to put all Calgarians on a shared path towards urban sustainability in the 21st century.

Vision

imagineCalgary's vision is to realize a community where Calgarians are connected with their communities and their environment. This vision seeks to make Calgary a model city, one that is a great place to make a living, and a great place to make a life for today's citizens and those to come.

People Represented

The entire city of Calgary.

Policy

The Plan includes a long-range vision and goals that reflect the diversity of aspirations and interests of the community now and into the future. It also includes a series of 114 targets and associated strategies that provide useful reference points for individuals, groups and organizations to determine what they can do to achieve our shared vision. Calgarians from all over the city, community groups, organizations, businesses and our local government are all using the Plan to guide their work and collaborative initiatives that our shaping our city's future. The imagineCalgary Plan identifies five interrelated systems that are critical to urban sustainability in the 21st century. They are:

1. Built environment
2. Economic
3. Governance
4. Natural Environment
5. Social

Within each system, targets are attached to a variety of themes and goals. Suggested strategies and actions are also listed and can be used to guide current work, and/or inspire new possibilities and collaborations.

imagineCalgary Projects

imagineCalgary is actively involved in the creation of a variety of initiatives, plans, reports, and metrics used to drive the vision of connecting Calgarians with community and environment. A history of imagineCalgary projects include:

1. Waste Reduction Initiative
2. Measuring DIRT
3. Pathways 2 Sustainability Calgary 2013
4. "All in" for Youth
5. Alberta's Green Energy Doors Open 2017
6. City of Calgary's 2020 Sustainability Direction
7. Ecological Footprint Calculator for Schools
8. Home Solar Program

MUNICIPAL DEVELOPMENT PLAN (MDP) OBJECTIVES

Purpose

To build a more sustainable city by creating policy that follows the City of Calgary's triple bottom line objectives and integrate it into a co-ordinated decision-making process. The Policy addresses:

1. Current and future land use within the city.
2. The manner of and the proposals for future development.
3. The provision of the required transportation system within the city and in relation to adjacent municipalities.
4. The provision of municipal services and facilities.
5. Policies compatible with the subdivision and development regulations to provide guidance on the type and location of land uses adjacent to sour gas facilities.
6. Policies respecting the provision of municipal and school reserves.
7. Policies respecting the protection of agricultural operations within the city.

People Represented

The entire city of Calgary.

Policy

The Policy is broken up into long-term and short-term goals. It starts with a 60-year strategy of a more sustainable city form for Calgary and the transportation networks needed to serve it. This is supported by a 30-year plan for managing growth and change, public investment and land use approval decisions. Finally, short-term, 10-year, corporate decision-making, business planning, implementation and accountabilities are aligned to the strategies and plan to support Calgary's move to being a more sustainable city.

Procedure

The implementation of the MDP becomes effective following Third Reading by Council on the date set by Council in the bylaw. To ensure alignment with the growth and timing of objectives of the policy, monitoring and updating will be done on a three-year business cycle.

Governing Body

The City of Calgary.

Economics

Key economic principles that will inform the future framework for growth and change in the city are:

1. People are the greatest asset of the city. Calgary needs to:
 - a. Maintain an educated and diverse labour force.
 - b. Keep the labour force healthy and safe.
 - c. Provide a good quality of life for citizens.
 - d. Attract newcomers (both people and business).
2. A vibrant economy attracts business investment. Calgary needs to create:
 - a. An environment where the local economy can be reasonably resilient and adaptable to economic cycles and emerging global trends.
 - b. An environment where the local economy's global competitiveness is enhanced.
 - c. Efficient and cost-effective mobility linkages between business centres.
 - d. High-quality business locations.
3. The inter-dynamics of the three orders of government (municipal, provincial and federal) impact The City, its cash flow and the quality of life of Calgarians. Calgary needs to:
 - a. Influence regional, provincial and national economic policy decisions that impact cities.
 - b. Enhance and promote its competitive advantages in environmental protection and sustainability regionally, nationally and globally.
4. A municipal government provides services efficiently and equitably in a way that does not compromise the quality of life for future generations. The City needs to:
 - a. Maintain sustainable finances and reduce timing between public infrastructure investment and resulting revenues.
 - b. Provide and maintain affordable, efficient and environmentally balanced infrastructure, services and facilities.

MUNICIPAL NAMING, SPONSORSHIP AND NAMING RIGHTS POLICY

Established

April 11, 2016

Purpose

The purpose of this policy is to:

1. Streamline and define the authorizing process and management of naming, sponsorship and naming rights of municipal assets to ensure a positive municipal image and enhance City of Calgary products and services.
2. Protect The City from risk.
3. Provide guidelines and criteria that reflect Calgary's heritage and further a sense of community.
4. Provide corporate guidelines and procedures based on good practices.
5. Uphold The City's stewardship role to safeguard The City's assets and interests.

People Represented

This policy applies to all City departments, business units and partners. This includes the Calgary Police Service, the Calgary Municipal Land Corporation and the Calgary Parking Authority (except for sponsorship and naming rights opportunities for those three specific entities).

Policy

The policy applies when the City wishes to solicit or accept proposals for the purpose of naming:

1. Naming of City-owned assets – Regarding asset naming where there is no exchange of funds or services, including public and private roadway naming. For clarity, this particular procedure does not apply to the sponsorship or sale of naming rights.
2. Naming of communities, neighbourhoods and subdivisions – Regarding the naming of a community, neighbourhood and subdivisions as part of the planning and development process, including the naming of roadways within that community or neighbourhood.
3. Sponsorship of City-owned and operated assets and/or programs – Regarding the exchange of funds for the purpose of sponsorship– see the definition of sponsorship and sponsorship agreement.
4. Sale of naming rights for City-owned and operated assets – Regarding asset naming of City owned and operated assets where there is an exchange of funds for the sale of naming rights – see the definition of naming rights and naming rights agreement.
5. Sale of naming rights for City-owned and partner operated assets – Regarding asset naming of City-owned and partner-operated assets where there is an exchange of funds for the sale of naming rights – see the definition of naming rights and naming rights agreement.

All of these categories have their own specific procedures in place to ensure a fair evaluation is given to all potential naming activities.

Governing Body

The City of Calgary will work with all of the necessary stakeholders while naming a city asset. This list could include The City's Deputy City Manager, Chief Financial Officer, Transportation department, Aboriginal People and groups, Business unit, Planning and Development department, other city officials and independent third parties.

POVERTY REDUCTION STRATEGY AND CAPITAL PLAN OBJECTIVES

Established

May 2013

Purpose

The Calgary Poverty Reduction Initiative is a joint initiative between The City of Calgary and United Way of Calgary and Area to develop a long-term community-based strategy that significantly reduces poverty and vulnerability in Calgary in the short term, and end it in the long term.

Vision

A community where no human being is deprived of the resources, means, choices and power to acquire and maintain self-sufficiency while being able to be an active participant in society.

People Represented

The entire city of Calgary.

Goals

The goals of the Calgary Poverty Reduction Initiative are:

1. All Calgary communities are strong, supportive and inclusive.
2. Everyone in Calgary has the income and assets needed to thrive.
3. Everyone in Calgary can easily access the right supports, services and resources.
4. All Aboriginal people are equal participants in Calgary's prosperous future.

Priorities for Action

1. All Calgary communities are strong, supportive and inclusive:
 - a. Establish community hubs.
 - b. Build personal support networks.
 - c. Raise public awareness about poverty.
2. Everyone in Calgary has the income and assets needed to thrive:
 - a. Doing business differently.
 - b. Building assets together.
3. Everyone in Calgary can easily access the right supports, services and resources:
 - a. Develop an integrated service access platform.
 - b. Increase access to information.
 - c. Ensure peoples' basic needs are met.

Governing Body

The Calgary Poverty Reduction Strategy will be implemented by a series of implementation teams governed by a Stewardship Board and supported by a staffed Secretariat.

1. The Stewardship Board will be comprised of influential community leaders from the private sector, funders, academic leaders, the non-profit sector, government and persons with current lived experience of poverty. The role of the Stewardship Board will be to provide leadership, oversight and direction of the Secretariat, as well as continued development of the Poverty Reduction Strategy including fundraising.
2. The implementation teams will be responsible for coordinating the implementation of the priority areas within the Poverty Reduction Strategy. The role of the implementation teams will be to focus on the transformational actions within their sphere of the Poverty Reduction Strategy.
3. The Secretariat will consist of a staff team reporting to the Stewardship Board. The role of the Secretariat will be to coordinate and support the work of the implementation teams, support the continued development of the Poverty Reduction Strategy at the direction of the Stewardship Board, to manage partnerships and community relationships, manage public education and communication activities, and continue to pursue new funding opportunities to support the continued implementation of the plan.

Economics

One of the main objectives of the plan is to generate economic and financial activity that provides strong social benefits. Strategy implementation will, to the greatest extent possible, involve integration into key existing strategic initiatives including The City of Calgary's Community and Neighborhood Services Ten Year Strategic Plan and the Calgary Economic Development Strategy.

RECREATION MASTER PLAN

Purpose

The Recreation Master Plan positions Recreation to respond to the diverse needs of an equally diverse population, while continuing to help build a prosperous and vibrant city. It is also an opportunity to firmly declare and demonstrate the public value produced by the products, services and facilities Recreation offers Calgarians every day – through direct delivery and partnerships.

Vision

An active, creative and vibrant Calgary describes a city where all residents enjoy the many benefits of recreation, individually and in their communities.

People Represented

The entire city of Calgary.

Policy and Procedure

The Policy adheres to three criteria of public value generation: Engage, Enrich, and Evolve. It identifies both the functional areas of involvement and the process for entering into direct service delivery, collaborations and partnerships.

1. Identify - This step involves conducting regular research and engagement to identify possible recreation service gaps that may exist in a particular area or population segment in the Calgary.
2. Engage - When a need has been identified, key stakeholders are brought together to analyze the need, clarify the outcomes to be achieved, and how to achieve the intended outcomes in the most effective, efficient and sustainable way.
3. Assess - Options should be assessed based on the ability to sustainably create public value, while balancing and identifying the potential risks involved. Expertise, capital, and land resources that are needed should be fully addressed to meet the need in a timely manner.
4. Declare - After the assessment process, the specific role of The City of Calgary Recreation can be determined. This role will involve one or more of the following:
 - a. Planning: Activities involved in the initial planning for a product, service or facility.
 - b. Resourcing: Involves dedicating the resources required to support the development and/or delivery of a recreation product, service or facility.
 - c. Development: Activities involved in the development of a product, service, facility or partnership.
 - d. Management: Management activities are those involved in the delivery, implementation or operation of a product, service or facility.
 - e. Consulting: This involves providing support services to other recreation providers, partners or municipalities. I.e. technical expertise, best practices, research, etc.
 - f. Monitoring: This involves supporting activities designed to monitor and evaluate products, services and/or facilities. This includes stakeholder expectations, stewardship of public assets, compliance and accountability, evaluating internal operational efficiencies, and tools and strategies for measuring success.
5. Develop and Deliver - After determining the role of Recreation, this step involves developing business processes and management protocols to govern the execution of this role.

6. Evaluate - As the strategies and actions are implemented to address the need, a crucial step is to evaluate and report on the successes and challenges of each initiative/partnership.
7. Reassess - The final step is to look at the entire service delivery process and determine not only if the particular need has been or continues to be met, but also if changes are warranted.

Governing Body

The Collaborative Service Delivery Model will determine the governing body for the policies developed from the Recreation Master Plan framework.

Economics

A vibrant city fosters talent, creativity and innovation, which have been identified as top economic drivers for municipalities as they attract innovative and progressive corporations. Recreation creates employment and promotes tourism and economic development. A dynamic city with ample recreation opportunities is a key determinant in business relocation/development and in knowledge workers and retirees' decisions regarding where to live.

SUSTAINABILITY DIRECTION 2020 OBJECTIVE

Established

March 2010

Purpose

A strategic guide for transformation that identifies what must happen at The City over the next 10 years to contribute towards the imagineCALGARY 100-year vision.

Vision

The Plan is an integrated, innovative, and long-term approach for achieving a more sustainable city.

2020 Sustainability Direction

The 2020 Sustainability Direction is an integrated, innovative and long-term approach for achieving a more sustainable city. The process in developing this strategy involved people in every single department across the organization. From the Triple Bottom Line Policy to the Municipal Development Plan, The Corporation has the knowledge and expertise to deliver on the goals, objectives and targets. There is an acknowledgement that decisions made have multiple outcomes. The 2020 Sustainability Direction was built as a tool to support decisions that will deliver the best possible outcomes.

The intent of the 2020 Sustainability Direction is to connect the dots amongst all of the existing policies, plans, and programs and bridge the long-range urban sustainability vision with decisions made today.

The Plan intends to address topics such as:

1. Long-term consequences of the shorter term decisions.
2. Identify impact, either beneficial or detrimental on other areas of work with The City.
3. Identify the multiple outcomes of the decision and identify efficiencies.
4. Facilitate cross-departmental discussion and collaboration by establishing goals, objectives and targets that are achieved with the contribution of many.

Guiding Principles for Sustainability

1. Collaborate
2. Set the direction, be visionary and innovative
3. Make decisions and implement
4. Grow and reward
5. Evaluate progress and learn from experience

2020 Sustainability Direction Goals

1. Community well-being
2. Prosperous economy
3. Sustainable environment
4. Smart growth and mobility choice
5. Financial capacity
6. Sustainable corporation

APPENDIX

Calgary Economic Development Strategy Areas of Focus

<http://www.calgaryeconomicdevelopment.com/economic-strategy-for-calgary>

Calgary's Civic Arts Policy

<http://calgaryartsdevelopment.com/wp-content/uploads/2016/06/CivicArtsPolicy.pdf>

Centre City Plan Vision and Principles

<http://www.calgary.ca/Transportation/TP/Documents/Planning/Centre%20City%20Plan%202007.pdf>

Civic Sport Policy

<https://www.calgary.ca/CA/city-clerks/Documents/Council-policy-library/csps002-Calgary-Civic-Sport-Policy.pdf?noredirect=1>

Cultural Plan for Calgary

<http://www.calgary.ca/CSPS/Recreation/Documents/Arts-and-culture/CulturalPlanCalgary.pdf>

Festival and Event Policy

<http://www.calgary.ca/CSPS/Recreation/Documents/Festival-planning/Festival-and-event-policy.pdf>

Municipal Development Plan

http://www.calgary.ca/PDA/pd/Documents/planning_policy_information/mdp-municipal-development-plan.pdf

imagineCalgary

<http://www.imaginecalgary.ca/what-imaginecalgary/plan>

Municipal Naming, Sponsorship and Naming Rights Policy

<http://www.calgary.ca/CA/city-clerks/Documents/Council-policy-library/CP2016-01-Municipal-Naming-Sponsorship-and-Naming-Rights.pdf?noredirect=1>

Poverty Reduction Strategy and Capital Plan objectives

http://vibrantcanada.ca/files/calgary_strategy.pdf

Recreation Master Plan

<https://lin.ca/sites/default/files/attachments/RecreationMasterPlan.pdf>

Sustainability Direction 2020 objective

http://www.calgary.ca/CA/cmo/Documents/2013-0648_ChangesTo2020SusCover_spread_web.pdf