

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"> 1. Develop a network of effective internal and external stakeholders that 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

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	<p>Enhance the event culture that is celebratory, inclusive, innovative, and that creates shared experience and lasting benefits to local communities, creators and businesses.</p>
Mission	<p>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.</p>
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> <hr/> <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> <hr/> <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>

		<ol 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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