

ActivateYYC

Final Report – April 2019

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ActivateYYC Final Report

April 2019

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Summary of ActivateYYC

In 2016, City of Calgary Administration led several tactical urbanism projects that resulted in residents, communities, and businesses demonstrating an interest in walkability and in understanding how to navigate the City’s permitting and other processes in a more efficient manner. In a 2016 report by Jen Malzer, Transportation Engineer, Liveable Streets entitled “Lessons Learned: Tactical Urbanism Pilot Projects”, it was identified that simplifying or streamlining the processes and permits for City approvals, reducing or removing permit fees, having City champions, and educating on the benefits of tactical urbanism and the potential of grants to support community led initiatives, may all help to improve the livability of Calgary communities, but more experimentation was needed.

In March 2017, in line with the direction of Calgary’s Pedestrian Strategy, a proposal to the Council Innovation Fund for Walk21 Community Microgrants (which would be renamed to ActivateYYC) was presented with the following objectives:

- 1) To showcase Calgary during the Walk21 Conference
- 1) Engage communities in creating safer, more walkable streets by offering 150 microgrants averaging \$750 each
- 2) To provide the City with a learning opportunity to streamline their approvals and permitting processes

Specifically, ActivateYYC was intended to fill a gap and build towards a principals-based way to encourage community-initiated ideas, while maintaining the safety of our residents, environment, and infrastructure. The Federation of Calgary Communities administrated the grants, Walk21 Community Advisory & Legacy Committees served as microgrant judges, and the tactical urbanism tiger team and staff from the Pedestrian Strategy department served as champions, problem solvers and navigators for both the Federation and grant applicants. ActivateYYC was a true collaboration between the groups listed above and the over 100 citizens, organizations, and businesses who participated as successful grantees.

ActivateYYC launched in July 2017, encouraging community-initiated ideas that would invite Calgarians to “walk, play and be neighbourly”. Through four funding rounds, this microgrant cultivated 224 applications for both events and projects. The grants committee accessed applications on various criteria including: 1) novelty, 2) replicability, 3) impact, and 4) fit with “walk, play and be neighbourly”. The committee also wanted to ensure there were projects in all wards across Calgary. It was noted that most of the inner-city communities, who were very familiar with walkability, were most eager to apply and, for the most part, pitched innovative projects that challenged or tested City processes. Suburban communities tended to focus on events that promoted neighbourliness and walking rather than testing City approvals and permits. The grants committee quickly realized we need to meet the applicants where they were at in order to best achieve our goals. While judges used a set of metrics to initially judge



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the applicants, face to face meetings between the judges were essential to talk about the applications and flush out their merits against the ActivateYYC outcomes.

In total, 103 projects and events were funded - with four of the initial projects being presented at the Walk21 conference that took place in September 2018. A total of \$82,784.39 was granted towards the 103 projects, with 28 projects subsequently declining funding due to challenges faced in getting City permissions, approvals, or due to the deadline of March 31, 2019.

As of the date of this report, 75 projects were completed for a total reimbursement of \$52,922.61. These 75 projects reported that they had leveraged an additional \$85,796.86 in funding from other sources, or, on average \$1,144 additional dollars per project, or 162% of the City's initial investment! In addition, the Federation was able to leverage their administrative portion by 47%. This leverage allowed the Federation to provide a storytelling component as well as a new resource called the ActivateYYC Toolkit, a booster pack to our Engagement Toolkit. In addition to dollars, there was 969 volunteers and 13,671 Calgarians participating in the 75 completed ActivateYYC projects.

We learned a great deal about how to execute various projects and events; themes emerged as learnings for both City processes and approvals and for running microgrant programs in the future. The recommendations that have come from the ActivateYYC pilot project include:

- More experimentation is needed to be able to provide clear directions, approvals, and permitting processes in plain language
- To maximize learnings and to document process, focus on one type of project that can be exercised city wide by a variety of groups (i.e., “cone”versations, parklets, catwalks, etc.).
- Information on existing and new “streamlined” process needs to be accessible on the City website
- One City of Calgary contact person to navigate the approvals and permit processes, or better communication across departments so staff work to find solutions
- Policies around the permitting and approvals process must be reviewed to reduce the number of steps, approvals and/or permits a group must get in order to move forward with their project. Permit fees should also be reduced or waived for community-led activities
- Equipment (cones, barricades, etc.) that can be rented or borrowed reliably and at a reasonable cost
- More inter-department communications that are solution focused, enabling resident-led activations and projects
- Don't underestimate the amount of support residents and non-profits require



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Overall, ActivateYYC microgrants were enjoyed across Calgary without any injuries or damage to property. ActivateYYC was successful in providing additional information and insights on City processes and permitting, showcasing Calgary’s interest in becoming a more walkable city, and providing our citizens with community-led opportunities to “walk, play and be neighbourly”; each doing their part to create a city of inspiring neighbourhoods.



What Was ActivateYYC?

ActivateYYC was a collaborative microgrant program funded by the Council Innovation Fund, to encourage community-initiated ideas that invited Calgarians to “walk, play and be neighbourly”. As part of Calgary’s Pedestrian Strategy, ActivateYYC was presented with the following objectives:

- 1) To showcase Calgary during the Walk21 Conference
- 2) Engage communities in creating safer, more walkable streets by offering 150 microgrants averaging \$750
- 3) To provide the City with a learning opportunity to streamline their approvals and permitting processes

A total of \$172,500 was granted by the Council Innovation Fund to provide ActivateYYC to the community with \$112,500 of the budget allocated to microgrants. The Federation of Calgary Communities administrated the grants, Walk21 Community Advisory & Legacy Committees served as microgrant judges and the tactical urbanism tiger team and staff from the Pedestrian Strategy department served as champions, problem solvers and navigators for both the Federation and grant applicants. ActivateYYC was a true collaboration between the groups listed above and the over 100 organizations and businesses who participated as successful grantees.

Marketing

During June of 2017, ActivateYYC was branded and extensive communications plans were developed to get the word out to non-profits, businesses, and Calgarians who might be interested in activating their communities to “walk, play and be neighbourly”.



The Federation used a variety of media from July 2017 to July 2018 to promote ActivateYYC, including:

1. **Sidewalk chalk** – Federation staff used spray paint chalk to place the above ActivateYYC “legs” logo in high traffic areas to build intrigue and excitement leading up to the launch of the program



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2. **Media event** – Hosted an event for media and interested grant applicants where the event itself was an ActivateYYC project that activated an underused greenspace near the Federation’s office. Several local media outlets attended.
3. **Website** – creation of an ActivateYYC webpage, with multiple sub-pages, as well as several “sliders” on the homepage directing visitors to the webpages
4. **Hashtag** – The creation and use of a unique and targeted hashtag for the program: #ActivateYYC
5. **Instagram** – Created an Instagram account that posted 60 photos and earned 154 new followers
6. **Facebook** - Hundreds of posts were sent and two advertising campaigns were run
7. **Twitter** – 170 unique tweets were sent with requests for retweets from Council
8. **Videos** – Published YouTube videos and vlogs promoting ActivateYYC, as well as educating on the microgrant application process and inspiring project ideas
9. **Postcards** – 10,000 promotional postcards were printed and distributed across the city
10. **Workshops** – Creation and delivery of six workshops providing microgrant information, project ideas, and assistance in completing the application
11. **Direct invite letters** – Calgary Board of Education to distribute to parent councils, ‘Business Improvements Areas’, CCVO, Councillor assistants, etc.
12. **Emails** – ActivateYYC staff emailed Neighbourhood Partnership Coordinators and Councillor Assistants to ask for assistance to promote
13. **Phone calls** – ActivateYYC staff directly reached out to groups that were under-represented
14. **Media** – Two media releases and one public service announcement were sent to local media
15. **Conferences** – ActivateYYC staff presented on ActivateYYC at the Walk21 Conference and our Beyond the Four Walls Conference
16. **Demonstration Projects**– ActivateYYC staff conducted two winter projects of our own to inspire ideas and demonstrate the value. Projects were shared through the Federation’s ActivateYYC communication channels.
17. **Google Maps** – an interactive map was created and placed on the ActivateYYC webpage on the Federation’s website that showed all the projects taking place across the city
18. **Storytelling** - Promotion of completed projects is being shared through the Federation’s Get Engaged bi-weekly e-newsletter and social media

For each round of applications, the communications plan was revised and became more targeted towards the under-represented wards, with the goal of providing at least eight microgrants within each of the 14 wards.



Grant Applications and Judging

Judgify, an online granting program, was purchased to allow applicants to easily apply online and for the judges to be able to provide ratings on each application prior to face to face conversations and deliberations. Judgify also allowed the ActivateYYC Coordinator to provide applicants with support and ideas to assist in positioning the project with the criteria, prior to being judged.

After screening, the applications received were sent to the judges, made up of Walk21 representatives and a staff person from The Calgary Foundation, for review. The judges ranked the applications on:

1. Novelty
2. Replicability
3. Impact
4. Fit with “walk, play and be neighbourly”

After all applications were ranked, the judges, Jonathan Chapman (City of Calgary), Leslie Evans (Federation), and the Activate YYC Coordinator would meet in-person to discuss the merits of each application and determine what applications would be funded. The City and the Federation were not involved in the final decisions but rather served as resource staff to the grants committee. The ActivateYYC Coordinator would then communicate the judges’ decisions to all applicants. For those that were successful, the ActivateYYC Coordinator would send out grant agreements and instructions on the next steps.

ActivateYYC Microgrants Broken Down

The total number of applications received was 224. The applications came from a variety of groups and are broken down as follows:

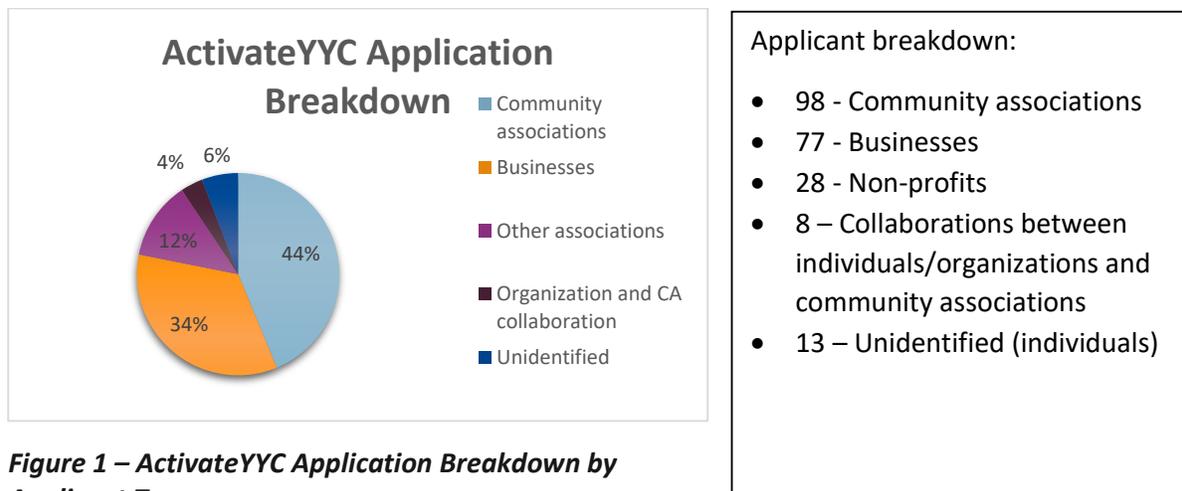


Figure 1 – ActivateYYC Application Breakdown by Applicant Type



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Of these 224 applications, 103 were funded throughout four judging rounds. The applications per round were as follows:

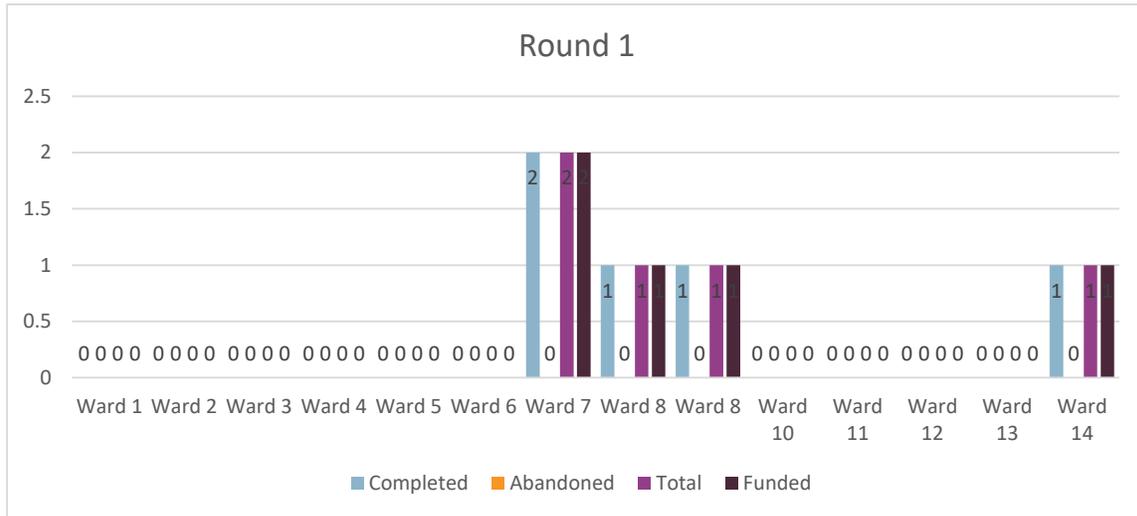


Figure 2 – Round 1 ActivateYCC project applications by Ward*

*Note: The pre-round is a selection of 5 applications that were picked from round 1 *before* the deadline date. This selection was done to test the judging process, as well as to provide projects for the Walk21 conference in 2017.

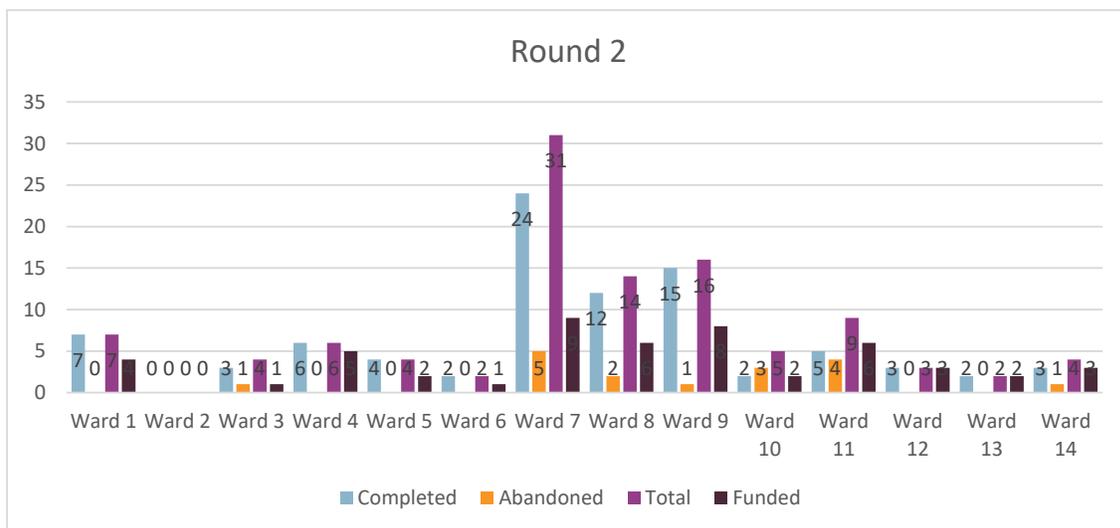


Figure 3 – Round 2 Applications by Ward**

**Note: Only 7 applications from Ward 9 were originally funded in this round, and an additional application was funded at the end of round 4. It is included in the above graph.



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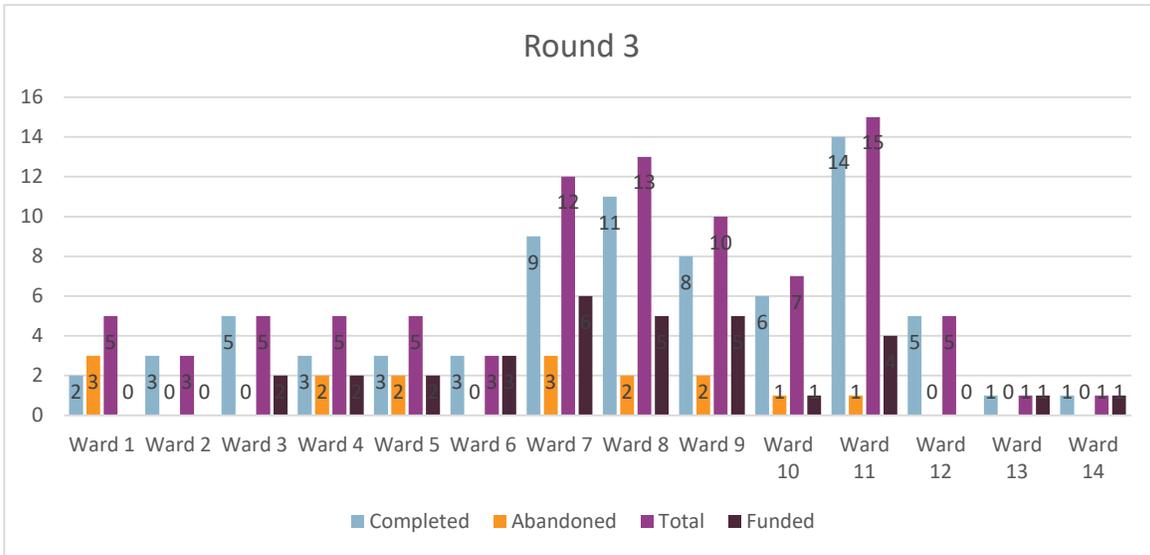


Figure 4 – Round 3 Applications by Ward

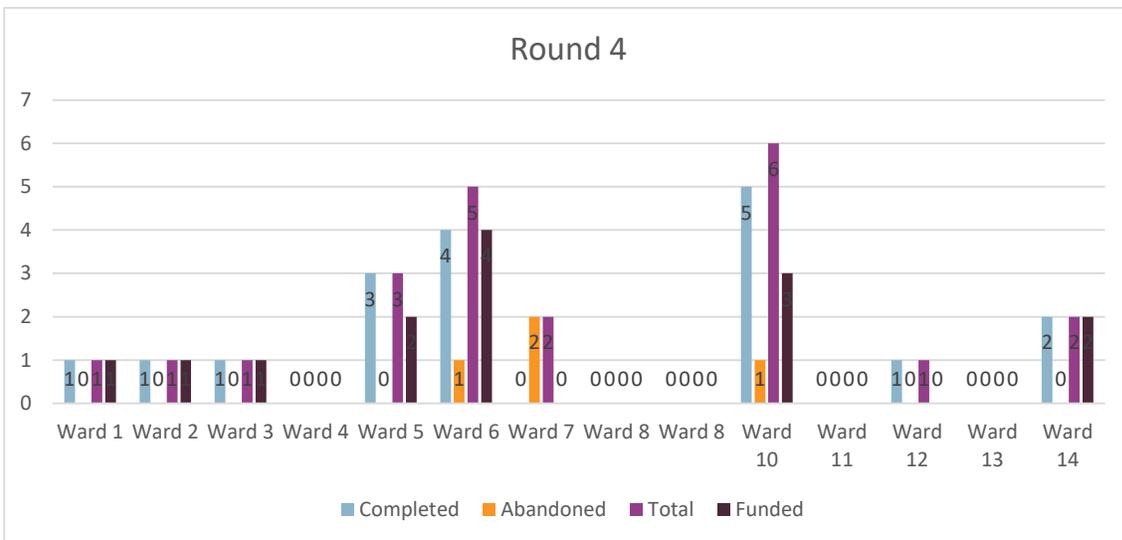


Figure 5 – Round 4 Applications by Ward***

***Note: An additional application was funded at the end of round 4 for Ward 5, Ward 7, and Ward 9. Each additional application is included in the above graph.



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In summary, the following shows the overall allocation of applications and microgrants per ward:

Ward	# of Proposals Received	# of Initiatives Funded	% of Applicants Per Ward Funded	% of Total # of Microgrants Offered
Ward 1	13	5	38%	5%
Ward 2	4	4	100%	4%
Ward 3	10	4	40%	4%
Ward 4	11	7	64%	7%
Ward 5	11	6	55%	6%
Ward 6	10	8	80%	8%
Ward 7	45	17	38%	17%
Ward 8	29	11	38%	11%
Ward 9	29	13	45%	13%
Ward 10	18	6	33%	6%
Ward 11	23	10	43%	10%
Ward 12	10	3	30%	3%
Ward 13	3	3	100%	3%
Ward 14	8	6	75%	6%
Total	224	103		

Table 1: Applications and Microgrants Per Ward

The 121 applications that were rejected either failed to complete the application process, failed to update the application after pre-screening, or failed to meet the predetermined criteria of novelty, replicability, impact, and fit with “walk, play and be neighbourly”. All applicants were notified. Those in under-represented wards were offered additional support to improve upon their applications for the next round of judging.



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The Budget

The Council Innovation Fund provided \$172,500 in funding for ActivateYYC. It was allocated as follows:

Line Item	Council Innovation Fund Grant	Grant Funds Spent or Allocated	Leveraging (by other funders)	% of Leverage
Communications & Promotion	\$5,000	\$3,874.30	\$1,500.00	39%
Program Administration	\$40,000	\$41,126.70	\$21,000.00	51%
Microgrants	\$112,500	\$52,922.61	\$85,796.86	162%
Program/Process Review	\$15,000	\$7,143.00		
Total	\$172,500	\$105,066.60	\$107,066.83	102%

A grand total of \$82,784.39 was awarded to the 103 funded ActivateYYC projects, however, due to time considerations and other factors, only 75 projects proceeded to implementation utilizing \$52,922.61 of the available funding. It is noteworthy that the 75 projects leveraged an additional \$85,796.86 in funding from other sources, or on average \$1,144 additional dollars per project, or 162% more funding!

In addition, the Federation was also able to leverage the initial \$40,000 provided to promote and administer the program by 51% with an Alberta Transportation Grant and a private donation. This leverage allowed the Federation to provide a storytelling component as well as a new resource called the ActivateYYC Toolkit, a booster pack to our Engagement Toolkit.

At the end of ActivateYYC, The Council Innovation Grant received a 102% return on their cash investment of \$105,066.60. It is also estimated that when the volunteer hours are added the City will realize a 310% return on investment!



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In addition to dollars, 969 volunteers and 13,671 participated to date in 75 completed ActivateYYC projects.



Did you know?

969 volunteers and 13,671 Calgarians participated in ActivateYYC!

Other Interesting Numbers:

As part of the grant process, each recipient was asked to submit a final report, along with pictures and receipts for their projects. To date, ActivateYYC projects reported that their initiatives helped to:

	1	2	3	4	5	TOTAL
Encourage people to walk more	6.76% 5	8.11% 6	21.62% 16	32.43% 24	31.08% 23	74
Connect people with others	2.70% 2	2.70% 2	5.41% 4	22.97% 17	66.22% 49	74
Engage people who do not normally get involved	0.00% 0	10.81% 8	12.16% 9	31.08% 23	45.95% 34	74
Draw in a diverse group of volunteers and/or participants	2.70% 2	4.05% 3	14.86% 11	28.38% 21	50.00% 37	74
Increase the sense of community and safety within the neighbourhood	2.70% 2	4.05% 3	18.92% 14	24.32% 18	50.00% 37	74
Use resources ALREADY in your community (i.e. skills, ideas, money, etc.)	2.70% 2	5.41% 4	17.57% 13	32.43% 24	41.89% 31	74
Bring in NEW resources into your community (i.e. skills, ideas, money, etc.)	2.70% 2	6.76% 5	24.32% 18	32.43% 24	33.78% 25	74
Build your understanding of the processes, licensing and approvals needed to do your project	13.51% 10	20.27% 15	13.51% 10	17.57% 13	35.14% 26	74
Excite people to plan future activities or next steps	2.70% 2	1.35% 1	16.22% 12	24.32% 18	55.41% 41	74

Figure 6: Evaluation Summary of ActivateYYC Projects (1 meaning “not at all” and 5 meaning “a great deal”)

Of the 75 completed events, only four events required a petition to be signed by the neighbours. Of the four petitions, only one complaint came up regarding an outdoor movie theatre. Seven other event organizers took it upon themselves to notify the immediate surrounding neighbours of the upcoming event in a similar petition fashion.



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Of those seven events, the following received complaints:

- 1) The *CKE Paint the Pavement* - as a neighbour was unsure as to why the road needed to be closed, but after it was explained the neighbour stopped contact.
- 2) The *Bridgeland Polka Dot Intersection* - as a few people found the new intersection layout too distracting, too small and required them to slow down too much, which was the point of the entire project.



Did you know?

Of all the 75 completed projects, 17 had an art component and some will compensate an artist for their support.

Out of the ActivateYYC projects, 47 claimed they required no permits, 14 applied for and received permits and 14 needed permits but encountered barriers in achieving the correct permissions and permits, and one withdrew because of frustration of the process.

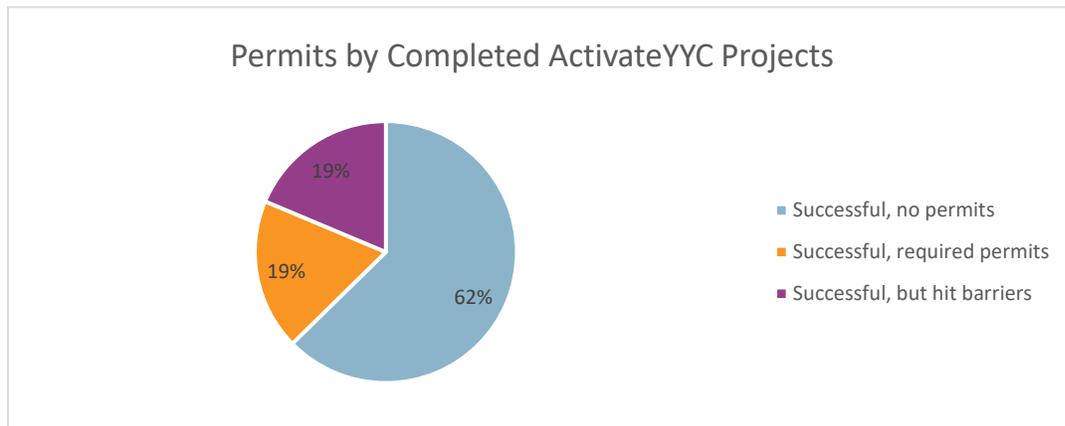


Figure 7: Permits by Completed ActivateYYC Projects

Notably, while a few ActivateYYC projects broke some rules in not getting the required permit(s), the majority persevered and patiently maneuvered the City process. While some of the applications made the City uncomfortable and were modified to accommodate existing rules, projects that pushed into new territory were activated. To date, there have been no reported injuries or lawsuits as a result of ActivateYYC microgrants or the accompanying activations.



Capturing the Stories

Once an ActivateYYC event or project was complete, ActivateYYC staff at the Federation wrote and published the stories to our website

(calgarycommunities.com). In addition, these stories were promoted through the Federation’s social media platforms. They were also accompanied by a large interactive Google Map that pinpointed the location of all past and future projects.

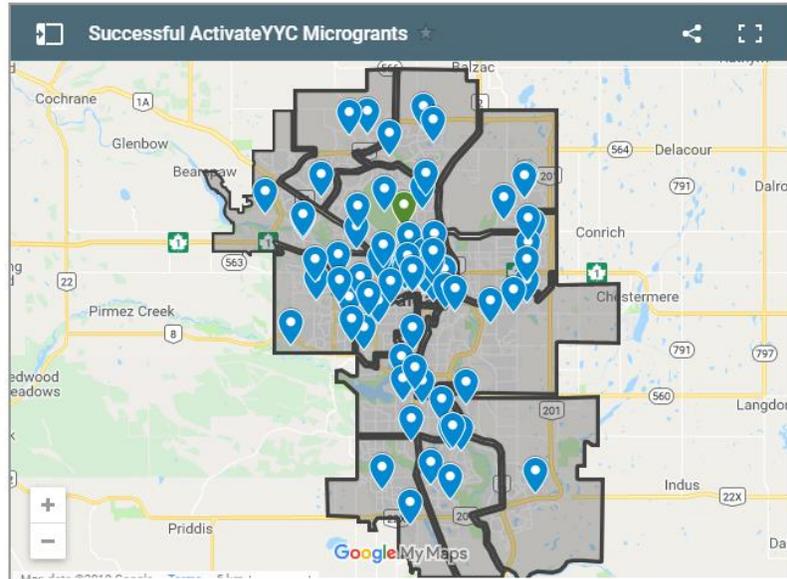
Selected ActivateYYC stories were also included in the Federation’s bi-weekly newsletter “Get Engaged”. Here is such a story:

Completed and Upcoming Projects:

Click on an icon below for the exact details of the project and location!

Blue icons are completed projects

Green icons are upcoming projects



<https://calgarycommunities.com/activateyyc/stories/>

Wiki Furniture Build

On December 13, 2018 by Rebecca Dakin



Have you ever been to the containR Art Park in Sunnyside? Well, there has been a new addition thanks to Springboard Performance! Wikiblock furniture has been added to this space to encourage residents to explore the containR Art Park. On Saturday July 28, 2018, several people helped build and paint the furniture. As the spray paint started to run low, the creativity started to run at an all-time high resulting in some funky and fun designs on the furniture.

Once Springboard Performance had chosen the Wikiblock designs, the ActivateYYC grant covered the cost of the CNC cutting. A total of \$750 was awarded for this project, so the funds also went towards paint and advertisement.



Top ActivateYYC Stories

A few of the ActivateYYC events and projects made the news. The famous *Under the Rainbow* mural in Sunnyside was featured in [DailyHive](#) as a mural that was taking over Instagram.

Under the Rainbow is now iconic as it beautified an underpass by painting a rainbow under 10 Street C-train bridge.



Bridgeland's Polka dot Intersection made headlines in multiple news outlets, and others hoped to replicate it in other communities.



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Edmonton Trail Day also gained so much traction that the organizers made an entire twitter account dedicated to the event.



La Passeggiata pulled out all the stops, celebrating the Italian Heritage and history within the neighbourhood by hosting a walk down 1st Street NE. This event almost didn't happen because of the "red tape".



1st Street Cone-versation saw activators placed traffic cones on a street corner to generate potential traffic calming solutions while also stimulating good conversations about community building.



Art Along the Way Northern Hills Community Association engaged artists and Calgarians to paint Canada’s longest mural.



These projects were examples of tactical urbanism at its best. All required close communication with the City, frustrated the applicants, and forced some volunteers to break the “rules” - which ultimately provided some of the best learnings. Most importantly, these types of projects inspired others to do like-minded projects.



Learnings on Navigating City Processes

Each ActivateYYC grant recipient was asked to complete an online evaluation. The graph below represents how the City was viewed by the microgrant recipients:

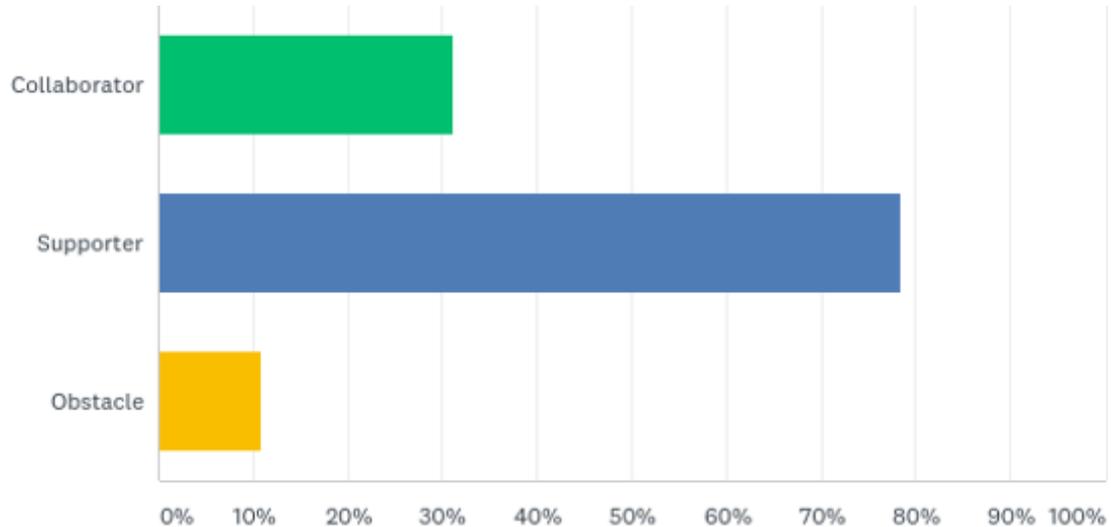


Figure 7 – Microgrant Recipients View of City of Calgary Support

(they could pick more than one option)

As part of the evaluation, microgrant recipients were asked to reflect on their successes and challenges throughout their project. The following are the high-level learnings as outlined by the ActivateYYC recipients who have reported to date:

- 1) The permitting process was not clear, often multiple permits were required, they were expensive, the process was lengthy and tedious requiring more information than expected (i.e., action plans, site maps, emergency plans) in order to be approved. One event expressed concern for having to obtain the same permit as large well-known events, even though their event's scope was much smaller.
- 2) City restrictions often resulted in frustration, confusion and added expense. The Roads Department was difficult to navigate because their process requires a "short-turn around time", meaning projects must occur soon after application but also roads made further demands for projects like having an engineering report before they could proceed, of which, the group did not have the funding to pursue.
- 3) Communication between City departments was lacking and inconsistent, especially when activators were trying to determine which department to work with on their project. There were no clear site lines, with many applicants having to reach out to



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a variety of City departments, experiencing many staff with differing opinions, and faced requests for copious amounts of information to gain approval or a permit(s). In some cases, grantees gave up and either cancelled their project or went ahead without the appropriate City approval.

- 4) Borrowing or renting of City equipment (i.e., cones and barricades) lacked process and were not reliable. Grantees were left on the hook for unexpected “rental fees”.
- 5) The Federation staff proved essential in guiding participants through City processes, as we were accessible and encouraging.

Learnings on Promoting and Administrating Microgrants

While the Federation of Calgary Communities has administered grants before, the scale and volume of ActivateYYC microgrants provided some extraordinary learnings. Including:

- When promoting microgrants, we need to be very clear around the purpose and type of projects. “Walk, play and be neighbourly” resulted in many small-scale events and projects that were not seen by the grant committee as fitting the mandate. Many of these small-scale events also did not test the City’s processes and would-be activators were disappointed.
 - Potential solution: Focus on one type of project that can be exercised city wide by a variety of groups (i.e., “cone”versations, parklets, catwalks, etc.). This will also maximize learnings in “reducing red tape”.
- When an applicant requests a specific dollar amount and is backed by a budget, if there is merit in the project, a full ask should be granted. The grant committee added additional barriers to some projects in which they were only partially funded.
 - Potential solution: Fund 100% or don’t fund the project.
- Microgrants should cover the costs of the City approvals and permitting processes being tested, as well as provide funds for the activities themselves. Applications that have the need for multiple permits or road closure should be funded adequately. In some cases, a \$750 microgrant did not cover the cost of City permits.
 - Potential solutions: Have the City waive all fees associated with community-led projects
- Supporting grant applicants was incredibly time consuming as many people were completing a grant application (although a very simple application) for the very first time. All front-line Federation staff were required to assist the ActivateYYC Coordinator.
 - Potential solutions: In addition to the grant writing workshops, a FAQ should be provided along with examples of a well written application and reimbursement form.



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- The use of partner organizations and various networks was critical to get the word out about the ActivateYYC program. However, the goal of funding 150 grants was very ambitious for the administrative and grant committee resources allocated.
 - Potential solution: Expect the time to administrate the grants to be higher than you expect – plan for extra resources or reduce the number of grants or number of intakes per year.
- Judges were very busy people. Participation and interest waned as the program went on.
 - Potential solution – Continual “recruitment” of new judges should be considered for each successive round.
- “Judgify” was not a complete software solution and was costly at \$1,500. It did not provide updates to the Coordinator when there was activity and the judging process was incredibly time consuming. Reports were also hard to pull and “Survey Monkey” had to be employed for activators to complete a final report, including the uploading of pictures and receipts.
 - Potential solution: Low cost online form and use of a “cloud” to distribute applications to grant committee.
- Despite our attempts to be clear, applicants and grantees needed more support through the entire process than anticipated.
 - Potential solution: Test pilot communications with a focus group to ensure all aspects including marketing, application process, reimbursement, insurance and final reporting processes are clear and easy to navigate. The terms and conditions of ActivateYYC needed to be provided in multiple formats - including on the website, in an email upon receipt of the grant, as well as included at the beginning of the application process. Activators must also sign off on the grant terms and conditions.
- Many who applied were unaware of their own insurance policies and why ActivateYYC required a host organization. A few applications were submitted without consent from the host organization, making these projects a liability for the Federation - as our insurance was required to support these projects, without us knowing it.
 - Potential solution: Require the host organization to submit a letter of support agreeing to take responsibility for the activation.
- The reimbursement process was messy at times, as recipients failed to provide proof of payment but rather submitted dubious invoices. In addition, budgets were often not followed. Many times, after the final report was submitted and more information was still required, leading to numerous follow up emails and phone calls. As the Federation needed to provide appropriate oversight, additional due diligence was required by the Federation’s Executive Director, ActivateYYC Coordinator and Federation accountant.



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- Potential solution: Provide a better breakdown of what is required for reimbursement. This breakdown would include examples of proof of payments, and what the protocol is if the budget of an event or project changes.
- Getting feedback was difficult, as many people answered the feedback form in the fewest amount of words possible, which resulted in the need for follow up emails. The feedback form, should ActivateYYC choose to use one, should ask less open-ended questions, but include more direct questions. Many people also “beat around the bush” or indirectly answered questions, so closed-ended questions would eliminate this problem. The open-ended questions that are asked to need to be more direct, in order to get the most accurate answer.
 - Possible solution: The final report form should also ask less questions, focusing only on what is critical to gain insight.

WORKING AS THE **ActivateYYC** COORDINATOR

“ActivateYYC, along with the Federation of Calgary Communities, has provided me with valuable experience, in many forms. As someone who is not originally from Calgary, it was amazing to work for an organization that allowed me to learn more about our city and the great people who live here. Working with ActivateYYC has also set me up with valuable and useful skills related to my education in communications. While not a direct outcome of ActivateYYC, grant funding like this provides great employment opportunities for post-secondary students, as it gives us real world experience and a place to apply what we are learning in school.”

McKayla Saint-Cyr, Student and ActivateYYC Coordinator

- ActivateYYC employed three students over the course of the funding period, which provided all with a great opportunity to learn about communications, marketing, grant making, storytelling and tactical urbanism.



Recommendations from ActivateYYC

ActivateYYC was an incredible opportunity to engage Calgarians and to learn about some of the challenges to navigating city processes. From a big picture perspective, these are some recommendations for next steps:

- More experimentation is needed to be able to provide clear directions, approvals, and permitting processes in plain language
- To maximize learnings and to document process, focus on one type of project that can be exercised city wide by a variety of groups (i.e., “cone”versations, parklets, catwalks, etc.).
- Information on existing and new “streamlined” process needs to be accessible on the City website
- One City of Calgary contact person to navigate the approvals and permit processes or better communications across departments so staff work to find solutions
- Policies around the permitting and approvals process must be reviewed to reduce the number of steps, approvals and/or permits a group must get in order to move forward with their project. Permit fees should be reduced or waived for community-led activities.
- Equipment (cones, barricades, etc.) that can be rented or borrowed reliably and at a reasonable cost
- More inter-department communications that are solution focused enabling resident-led activations and projects
- Don’t underestimate the amount of support residents and non-profits require

Conclusion

Through the wide variety of funded projects, we are reminded that communities are not at the same place of understanding tactical urbanism, walkability, or engaging their neighbours. We noted, inner city neighbourhoods were more grounded in tactical urbanism and provided the most learnings. On the other hand, suburban neighbourhoods focused more on the “being neighbourly” events which often did not require complicated permits or approvals and thus provided fewer opportunities to test the City’s approvals and permitting processes. However, it



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should be noted that these types of grants, no matter the neighbourhood, did contribute significantly to engaging and inspiring residents.

ActivateYYC was just the beginning of building better processes and site lines for engaged citizens who want to inspire their neighbours to “walk, play and be neighbourly”. The Federation would like to see more experimentation and documentation of processes as we move forward. We believe that by using a “one type of project” approach, (i.e., “conversations, parklets, catwalks revitalizations, etc.), exercised city-wide by a variety of groups, along with our counterparts at the City, can better document processes, roadblocks and more effectively communicate across City departments. This will lead to better communication between City staff and community and therefore, less frustration on the part of the activators. Testing one project theme at a time city-wide can maximize the learnings and provide well documented approaches that will lead to more community-led activities using City land in the future, and ultimately contributing to a city full of inspiring neighbourhoods.



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Appendix 1: ActivateYYC Microgrants Awarded



Microgrants Awarded				
August 2017 to March 2019				
NOTE: Those crossed out were approved, however, declined the grant.				
Host Organization	Project or Event Name	Project or Event Description	Ward	Amount Awarded
Tuscany Community Association	2017 Tuscany Harvest Festival	Adding two new events (Bubble Soccer and Rock Climbing) to the Annual Harvest Festival to encourage neighbours to meet or reconnect with each other.	WARD 1	\$ 700.00
Boys and Girls Club of Calgary Bowness	Bowness Chalk the Walk	Youth will chalk city sidewalks with chalk art or motivational messages.	WARD 1	\$ 500.00
Urban Calgary Student's Association	University of Calgary Community Mosaic	Students will paint places that promote vitality within the city to create a mosaic.	WARD 1	\$ 400.00
Scenic Acres Community Association	Little Free Library Circuit	Building multiple little libraries to create a circuit of little library stops throughout Scenic Acres.	WARD 1	\$ 750.00
Bowness Community Association	Community Coming Together	Painting the planters in front of the CA building to increase foot traffic and promote a meeting space	Ward 1	\$ 726.05
Annie Foote School Grade 5 Teachers	Annie Foote Cares	Community clean-up where each class in the elementary school will be assigned a couple of streets in the community of Temple.	WARD 10	\$ 700.00
Pineridge School Parent Association (PSPA)	Pineridge school parent association (pspa) winter movement challenge	Pineridge School would like to kick off a winter movement challenge to motivate our students not to spend their time inside in front of TVs, or iPad, this winter, but to be moving as much as possible!	WARD 10	\$ 1,500.00



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Temple Community Association	Walk and Play - Bucket of Balls	Four events are planned to increase use of the Temple Community Association's new tennis courts.	WARD 10	\$ 750.00
Temple Community Association	Winter Disc Golf	Disc golf in the winter	Ward 10	\$ 750.00
Calgary Marlborough Community Association	"PURR"fecting Marlborough's Catwalks	Cleaning up the catwalks to encourage people to use and maintain them	Ward 10	\$ 750.00
Prospect Human Services	Tromp, Slide and Glide - Winter Activities Fair	A winter fair for the community, which will provide volunteer opportunities for the clients of Prospect Human Services	Ward 10	\$ 1,106.34
Chinook Kelvin Grove Eagle Ridge Community Association	CKE Paint the Pavement	Paint the pavement to bring awareness to a busy intersection where there is high pedestrian activity.	WARD 11	\$ 750.00
Haysboro Community Association	Stroll or Roll Haysboro	Exploring the neighbourhood on foot or bike in a scavenger hunt style.	WARD 11	\$ 650.00
Acadia Community Association	Crokinole Curl	Building a larger-than-life Crokinole ice board outside the recreation complex.	WARD 11	\$ 850.00
Willow Ridge Community Association	Crokicurl Rink	The project involves the creation of a scaled down Crokicurl rink & homemade curling rocks.	WARD 11	\$ 750.00
Cedarbrae Community Association	Walk the Neighbourhood Maps	To design maps of interesting walk routes that include showcasing our Firehall, playgrounds, Anderson road overpass and our community centre.	WARD 11	\$ 750.00
Kingsland Community Association	Horticultural Talk & Luncheon	A speaker from the Calgary Horticultural Society will talk on plants that don't need much water/care. After the talk everyone will be encouraged to walk around the Kingsland Dry Pond pathway or use the outdoor equipment as luncheon is set up.	WARD 11	\$ 750.00



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Elboya Heights Family Events Committee (Elboya Heights Community Association)	3rd Annual Elboya Bike Parade and Neighbour Day Celebration	A new bike scavenger hunt as part of the annual Neighbour Day celebration.	WARD 11	\$ 750.00
The CanLearn Society	The CanKin Mural	A panel mural created with participation and input from neighbours, clients and partners.	WARD 11	\$ 750.00
Beltline Neighbourhoods Association	Humpy Hollow Park Improvement	Purchasing resin Adirondack Patio Chairs for use at community events.	WARD 11	\$ 750.00
Connect Charter School, Tsuut'ina Education Department, Mount Royal University, Lakeview Community Association	Partners in Place: Pow wow	Hosting a Place-Based Education symposium, parent summit, and community-building powwow.	WARD 11/citywide	\$ 710.00
Riverbend Community Association	Small Dog Day Afternoon	Held at the ice rink during the summer, small dogs and their owners will be invited to show off their pet and introduce them to other small dogs in the community.	WARD 12	\$ 700.00
Copperfield-Mahogany Community Association St Isabella School & Copperfield School	Safe walk & ride to school	Activating the pathway system between the two schools by painting a yellow brick road and other fun elements like footprints and rainbows.	WARD 12	\$ 750.00
Deep South Coalition Early Childhood Development Coalitions (ECDC)	Loose parts play bins	Placing kids 'play tools' at the play box at the Copperfield playground to encourage moving, playing, exploring, and creating.	WARD 12	\$ 750.00
Silverado Community Association	Silverado Community Association Outdoor Volleyball Net	Installing a volleyball net to encourage the community to use the recreational area year-round.	WARD 13	\$ 800.00



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Calgary Evergreen Community Association	Calgary Evergreen Amazing Community Race	The race will take participants through the local pathway system and to various green spaces and playgrounds. The top three teams will be awarded prizes, but all participants will be given something for participating.	WARD 13	\$ 750.00
Canyon Meadows Community Association	Community Tool Library	Creating and filling a tool library with various tools/safety items that will be available to members for use in the improvement and beautification of their homes.	WARD 13	\$ 750.00
Mid Sun Community (Association) Garden	Mid Sun Community garden art party	Celebrating the end of the growing season at the community garden by inviting local artists to share their craft, display their work, and interact with the garden, gardeners, and garden visitors.	WARD 14	\$ 750.00
Queensland Community Association	Queensland Olympic Winter Festival	Olympic Winter Festival with skating, snow shoe races, cross country skiing, tobogganing and crafts.	WARD 14	\$ 750.00
Mid Sun Community (Association) Garden	Mid-Sun Fence Art	A fence art installation along the median of Sun Valley Boulevard where 2500 permanent cubes into the fence. A winning design will be voted on and implemented.	WARD 14	\$ 750.00
Alberta Parks CNIB	Calgary Access Transit Bus Stops in Fish Creek Provincial Park	Installing stopping posts for visitors with disabilities, in particular those with vision loss, so they can be picked up by Calgary Access Transit.	WARD 14	\$ 750.00
Bonavista Downs Community Association	Little Free Library	A little free library circuit consisting of two libraries	Ward 14	\$ 750.00
Bonavista Downs Community Association	Winter Festival - Skating Party	Hosting a winter carnival for the community	Ward 14	\$ 750.00
Sherwood Community Association	Gardening with Kids	Children and parents will be taught to plant, maintain the plants and complete post-harvest activities and ideally each child will be able to take a pot home.	WARD 2	\$ 750.00



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Evanston Creekside Community Association	Learn to Ride - Evanston	Providing 4 different workshops throughout the day, tailored to different skill levels	WARD 2	\$ 750.00
Ranchlands Community Association	RCA Family Summer Celebration	A Family Friendly End of Summer Celebration with carnival type games (water fights, mini golf, bean bag toss, ring toss, basketball, beachball volleyball, potato sack races, parachute games, tug of war etc.), a pop-up farmers market selling fresh fruit, vegetables, lemonade, popcorn, etc., and an interactive, outdoor live performance family theater.	WARD 2	\$ 750.00
Sage Hill Community Association	Snow Fest	Hosting a cross-country skiing day to promote the activate mode of transportation	Ward 2	\$ 750.00
Northern Hills Community Association	SPRY In the Hills	Design a Walking and Exercise Project to get Seniors outdoors in an organized group setting.	WARD 3	\$ 750.00
Vivo for Healthier Generations	Creating Coventry Unveiling Event	To host an unveiling of the Creating Coventry plan in the spring of 2018 as part of a walk and picnic event in May or June 2018.	WARD 3	\$ 750.00
Hidden Valley Community Association	Explore Hidden Valley	Community Wide scavenger hunt.	WARD 3	\$ 750.00
Northern Hills Community Association	Northern Hills Community of Murals - Art Along the Way	Painting Canada's Largest mural along one of the fences in the community	Ward 3	\$ 1,500.00
parkrun - Nose Hill	Nose Hill parkrun first birthday Event	Relaunching the Nose Hill Park free weekly run with a new initiative to encourage youngsters to walk, run, or volunteer in the 5km run.	WARD 4	\$ 750.00
Mount Pleasant Community Association	Amazing Race - Centennial Park Walk	Educational scavenger hunt following the amazing race format at Centennial Park.	WARD 4	\$ 750.00
Brentwood Community Association	Brentwood Easter Hunt	Host our first ever community Easter scavenger hunt in partnership with Brentwood spots such as the pool, local restaurants and stores. Games, crafts and snacks will	WARD 4	\$ 750.00



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		be provided at the sportsplex at the end.		
North Haven Community Association	North Haven Neckdown Artwork	Hosting a neckdown painting event based off of winning community designs.	WARD 4	\$ 750.00
Dalhousie Community Association	Revision to Dalhousie Promenade	Hosting two public meetings and a field trip to help plan a community wide walking path.	WARD 4	\$ 1,000.00
CLASS (Calgary Local Active Skatepark Stewardship)	CLASS (Calgary Local Active Skatepark Stewardship)	Purchasing parks equipment and a storage box to help maintain the Huntington Hills skatepark.	WARD 4	\$ 750.00
Alex Munro Elementary School and Parent Association	Alex Munro Labyrinth and Pathway Project	Creating a Labyrinth and pathway in the North garden at Alex Munro Elementary School.	WARD 4	\$ 750.00
Eastside Memorial Football Club	SOCCER - GIRL POWER	Program to introduce soccer to girls who have never played or been unable to led by certified soccer coaches.	WARD 5	\$ 750.00
Antyx Community Arts	Culture Shock	Youth break dancing competition at the Genesis Centre with the goal of establishing a platform for local youth in the NE to showcase their passion for urban culture and their talent in breakdancing.	WARD 5	\$ 750.00
Creative Aging Calgary Society	Chalk sidewalk design!!!	We would like to encourage all the seniors and families that attend Prairie Winds Park to participate in a sidewalk design project.	WARD 5	\$ 410.00
Martindale Community Association	Winter Carnival	Hosting a winter carnival for the community	Ward 5	\$ 750.00
Centre for Newcomers	Welcome & Celebrate Your First Winter in Canada!	A winter festival for new comers to the city	Ward 5	\$ 750.00
Pineridge Community Association	Community Ice Rink	Building a skating rink to introduce a new winter activity to the community	Ward 5	\$ 1,500.00



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Glendale/Glendale Meadows Community Association	Glendale Craft Fair	First adult, non-sport cultural event to encourage seniors and local artists to engage with the community.	WARD 6	\$ 750.00
Strathcona Christie Aspen Community Association	lane garden/community entrance Revitalization and Management	Repair and paint wrought-iron gate structures and entrance signage, to amend poor soil, control weeds and add shrubs and perennials demonstrating survival ability in dry and vulnerable areas.	WARD 6	\$ 750.00
Westgate School, Calgary Board of Education	Friendship Bench	To purchase two Friendship Benches - one for each school.	WARD 6	\$ 1,112.00
Rundle College Society	73rd Street SW Walkway Art Project	Decorating the new walkway with the local school, Rundle College (Gr K-12), the school's Art Directors, and the local Aspen community.	WARD 6	\$ 750.00
West Springs/Cougar Ridge Community Association	The WSCR Community Dog PAWty	A pop-up off-leash dog park	Ward 6	\$ 750.00
Discovery Ridge Community Association	Amazing Race Discovery Ridge	A scavenger hunt to encourage participants to explore the community and meet others.	Ward 6	\$ 750.00
Coach Hill Patterson Heights Community Association	Coach Hill Patterson Heights Community Outdoor Rink	Building an outdoor rink for the community	Ward 6	\$ 1,500.00
Glamorgan Community Association	Glamorgan Winterfest 2019	Hosting a winter carnival for the community	Ward 6	\$ 750.00
Bike Calgary/Arusha/Hillhurst Sunnyside	Under the Rainbow	Beautifying an unengaged space by painting a rainbow under the 10 Street c-train bridge.	WARD 7	\$ 1,500.00
Picolina Productions / Bow to Bluff / Bike Calgary / Arusha	Eyes / i's On the Street	Placemaking project to increase the safety of pedestrians by painting two crosswalks and transit fence panels with large character "eyes" or "i's".	WARD 7	\$ 900.00



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TALES	TALES on the Way: Stories of Movement and Migration	Taking place in Eau Claire, the group will be telling stories of migration to Canada.	WARD 7	\$ 400.00
Crescent Heights Community Association	1 St NE Cone-versation	Hosting a Cone-versation event by placing traffic safety cones on a street to generate potential traffic calming solutions while also stimulating discussion around the impact of these cones.	WARD 7	\$ 750.00
West Hillhurst Community Association	West Hillhurst Winter Carnival	Outdoor winter carnival hosted by the community association and other local groups.	WARD 7	\$ 750.00
BTCA	Banff's Bargain Blades!	Building a large bench for multipurpose use and skate storage.	WARD 7	\$ 750.00
Hounsfield Heights/Briarhill Community Association	The Mandala	Painting the cul-de sac street.	WARD 7	\$ 770.00
Springboard Performance	Wikiblock public furniture for containR in Sunnyside	Building public furniture with neighbours for Sunnyside.	WARD 7	\$ 750.00
Tuxedo Park Community Association	Hall Exterior Mural	Painting an exterior wall of the community hall to encourage people to go to the surrounding park	Ward 7	\$ 750.00
Clover Living - Assisted Seniors Living Facility Calgary Chinese Elderly Citizen Association	DIY Flower Shop for Immigrant Seniors!	A "do it yourself" bouquet event. This event will aim to connect with isolated seniors by inviting them to make their own bouquets and connect with neighbours.	WARD 7 (City Wide)	\$ 750.00
Kerby Centre	Discover Your Inner City	A series of walking tours, designed for older adults to explore the downtown core, Chinatown and Inglewood.	WARD 7 (City Wide)	\$ 750.00
The Calgary Chinese Elderly Citizens' Association (CCECA)	Intergenerational "Walk by Fun "	A 3-month walking project that targets Chinese older adults, their families, youth, and residents from the neighbourhood of Chinatown to be more active and to promote intergenerational relationships.	WARD 7 (City Wide)	\$ 750.00



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Alberta Urban Athletics Association	McHugh Bluff Outdoor Fitness Park Stair Race	A community stair race to gather support for the proposed outdoor fitness park.	WARD 7 (City Wide)	\$ 750.00
Rosedale Community Association in collaboration with the Alberta Native Bee Council	Bee Box building workshop; Rosedale Community Association and Alberta Native Bee Council	An educational presentation about native bees & teach participants to build bee boxes which they will install on their properties or community centres.	WARD 7/citywide	\$ 725.00
Winston Heights Mountview Community Association	Winston Heights Mountview Community Association Neighbour Day Celebration	Inviting a local Indigenous Dance Troupe to attend who specialize in teaching local Indigenous culture as part of Neighbour Day.	WARD 7/citywide	\$ 750.00
Calgary Chinese Community Service Association	Get Together	About 70-100 immigrants to Calgary will be invited to join a walking tour along the Bow River. After which, they will be invited to a BBQ at Edworthy Park, where they can enjoy games and become more engaged with the community.	WARD 7/citywide	\$ 750.00
Canadian Cultural Mosaic Foundation	YYC Audio Experiment	A participatory audio adventure where attendees download an audio file and listen to synchronized secret instructions in a public space via headphones.	WARD 7/citywide	\$ 900.00
Bow Cliff Seniors	Walk and Roll with the Bow Cliff Seniors.	An introduction to lawn bowling with specific support for members with mobility issues by purchasing 10 pairs of walking sticks.	WARD 8	\$ 800.00
St. Matthews United Church Youth Group	Fresh Air Cinema Event	Closing the block to turn it into an outdoor cinema for residents and tenants.	WARD 8	\$ 625.00
Alexander Ferguson Elementary School Council	Alex Ferguson Elementary 17th Ave	Chain link fence art: designed and installed by students and parents of Alexander Ferguson Elementary on the chain link fence, which borders directly with 17th Avenue SW.	WARD 8	\$ 750.00



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North Glenmore Park Community Association and Calgary Board of Education Career and Technology Centre	North Glenmore Park Community Association – community garden kick off	Building a community garden on CBE lands and hosting a kick-off event to unveil it.	WARD 8	\$ 750.00
Richmond School Parent Council	Richmond School Painting our World	Street art spanning the street and moving onto the sidewalk along 22 street SW.	WARD 8	\$ 1,200.00
Wildwood Community Association	30 Spruce Down Spruce Drive	Painting 30 colorful spruce tree shadows on the pavement of Spruce Drive in reference to trees planted along the road. Colored public furniture will also be added.	WARD 8	\$ 900.00
Killarney Community Association	Killarney Food Tour	A food tour of Killarney that highlights local businesses and encourages community members to share food together.	WARD 8	\$ 750.00
Calgary Can	Community building with Calgary's bottle picking community	Monthly community building events at the Uptown Bottle Depot with the goal of making work safer and reducing the stigma of bottle pickers.	WARD 8	\$ 750.00
Two Wheel View	Beltline Bike Club community bike build project	Building bikes throughout the spring and present them to 15 women who would otherwise have no way of attaining bikes and teaching them to maintain them.	WARD 8	\$ 1,500.00
Canada Bikes	Canada Bikes Active Transportation Speed Date Night	Anyone interested in active transportation will be invited to attend and submit a two-minute elevator pitch about current initiatives or platforms to encourage active transportation in our city.	WARD 8 (City Wide)	\$ 500.00
Sled Island Arts Fellowship	Sled Island Lane	Waterproof paper pin wheels attached to the poles along the bike lane in anticipation of the sled island festival.	WARD 8/citywide	\$ 750.00
Calgary Drop In & Rehab Centre Society	Calgary Drop In & Rehab Centre Society's Bridgeland-Riverside Clean Team	Calgary Drop In visitors and low income clients will volunteer to pick up garbage along the river pathway and other public areas within walking distance of the Drop In.	WARD 9	\$ 750.00



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Bridgeland/Riverside Community Association	1st Avenue Safety & Beautification Improvements	Replacing Tony Churchill blocks with planters or art that will make the intersection safer but also more beautiful.	WARD 9	\$ 750.00
Bridgeland Community Association	Walk21 Passeggiata	Celebrating the Italian heritage and history of the neighbourhood by hosting a walk down 1st Street NE.	WARD 9	\$ 750.00
New Works Calgary	Calgary New Music Festival Soundwalk	Canadian sound artist Raylene Campbell will lead a group of listeners on an exploration of the sounds of Inglewood.	WARD 9	\$ 750.00
Monica Ila & Matilda Vanduyvendyk and Adrian Buckley at reGenerate Design Ltd.	Ramsay Robotanic Bot & Botanical Wish Garden!	To build a 5 foot "Robotanic" for our neighbourhood. The robot will have a place to store wildflower seed paper for pedestrians walking past to write their wishes or good intentions on.	WARD 9	\$ 750.00
Dover Community Association/ Twin Views Communal Garden	Twin Views Communal Garden Spring Activity	Host a community gardening activity event consisting of an introduction to the garden, spring clean-up, gardening workshops, children's activities, art installation, music entertainment and bar-b-que.	WARD 9	\$ 750.00
Inglewood Community Association	Summer Nights in Mills Park	6 separate and unique events every 2nd Thursday evening between 6:30 and 8:30 pm in Mills Park.	WARD 9	\$ 750.00
Renfrew Community Association	Edmonton trail day	Installing temporary parklets along Edmonton Trail with the goal of improving the pedestrian experience.	WARD 9	\$ 1,500.00
Penbrooke Community Association	Multicultural Traditional Games	Community members will be showing traditional games from their home countries and encouraging others to play.	WARD 9	\$ 750.00
Erin Woods Community Association	Little Food Pantry & Little Library	Constructing a Little Food Pantry and a Little Library for community use.	WARD 9	\$ 200.00
Southview Community Association	Paint the Panels @ Southview Community Association	Painting the panels of the arena	Ward 9	\$ 750.00



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Renfrew Community Association	Party at Beaumont Circus	A black party in the fall	Ward 9	\$ 1,500.00
The Alex Community Food Centre	The Alex Mobility Committee Accessibility Video Project	Showing what it is like to live with a disability through a fun and inclusive video project	WARD 9/citywide	\$ 750.00
	Total			\$82,784.39

