

CORRIDOR PROGRAM PROPOSAL

EXECUTIVE SUMMARY

On 2014 March 14, the nextCITY Committee discussed a draft Corridor Program Project Plan. The committee provided comments relating to engagement, project scope, and the importance of heritage resources. The purpose of this report is to incorporate nextCITY comments into the Corridor Program Project Plan and to seek approval for funding for the project's engagement, communications and economic analysis.

ADMINISTRATION RECOMMENDATION(S)

The SPC on Planning and Urban Development recommends that Council:

1. Approve an overspend of the Local Area Planning and Implementation (LPI) 2014 operating budget of \$857,000.
2. Direct Administration to bring forward the necessary budgeting requirements for the Corridor Program to the 2015 -2018 Action Plan process to include:
 - a) an additional \$713,000 into the LPI 2015 operating budget, and
 - b) \$30,000 into the LPI 2016 operating budget.

RECOMMENDATION OF THE SPC ON PLANNING AND URBAN DEVELOPMENT, DATED 2014 MAY 07:

That the Administration Recommendations contained in Report PUD2014-0312 be approved.

Oppositions to Recommendations:

Opposed: D. Farrell, G-C. Carra

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2014 March 31 meeting of Council PUD2014-0091 Corporate Land Use Planning Work Program, which includes the Corridor program, was received for information.

At the 2014 March 31 meeting of Council Administration's request to defer the Corridor Program Proposal to 2014 May 07 meeting of the SPC on Planning and Urban Development was approved (PUD2014-0158).

At the 2013 December 16 meeting Council referred Report PUD2013-0716 as follows:

1. Refer Report PUD2013-0716 to the Transforming Planning Advisory Committee for clarification and determination of how this proposed scoping project fits within the nextCITY agenda, strategy, proposed structure and associated workplan; and
2. Direct Administration to report back to Council through the SPC on Planning and Urban Development in conjunction with the regularly scheduled nextCITY update no later than the March 2014 meeting.

CORRIDOR PROGRAM PROPOSAL

BACKGROUND

In 2013 December Administration outlined a comprehensive program to manage the long-term redevelopment of urban and neighbourhood corridors as outlined in the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP). The program was referred to the nextCITY Committee for input.

At the 2014 March 2014 nextCITY Committee meeting Administration presented the draft Corridor Program Project Plan, which included a detailed project charter and some options for communication and engagement.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

nextCITY Committee Feedback

The nextCITY Committee reviewed the Corridor Program Project Plan and provided feedback in a number of areas particularly around citizen engagement.

Citizen engagement should be specific and targeted with engagement occurring through focus groups as well as more informally in places where people congregate. Engagement will focus on:

- What the MDP says about corridors
- The relationship between the community at large and the corridor
- Ensuring citizens understand which areas will change and which areas will remain stable

Engagement timelines must balance the need for both short-term implementation and meaningful community involvement.

Other outcomes identified by the nextCITY Committee include, but are not limited to:

- Prioritizing heritage preservation
- Exploring potential new corridors
- Considering various housing types along corridors.

This feedback has been incorporated into the updated Corridor Program Project Plan, including the engagement and communication plan as detailed in page 17 of the Attachment.

Project Funding

Additional funding is required to ensure the success of the Corridor Program within its two year timeframe. Administration recommends \$1,600,000 in funding to cover the cost of engagement and economic analysis. Since there are 67 communities with a corridor, an efficient and strategic engagement and economically feasible strategy is required. This will include in-person events, online engagement, an engagement toolbox and regular communication. The attachment includes the cost breakdown for the engagement and economic analysis on page 17.

The Corridor Program will use consultants as required. A total amount of \$500,000 is required. Please refer to the Financial Capacity section of the report.

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Below is the yearly cost breakdown behind the recommendation. This includes the cost for a temporary full time communicator to develop and manage the communications strategy as well as the initial expert consultant fees for the first phase. The engagement costs are broken down between the staff overtime costs and the additional resource costs.

- 2014 – TOTAL \$857,000
 - External Consultant - \$500,000
 - Engagement
 - Communicator - \$58,000
 - FTE Overtime - \$216,000
 - Resources - \$83,000
- 2015 – TOTAL \$713,000
 - Engagement
 - Communicator - \$116,000
 - FTE Overtime - \$432,000
 - Resources - \$165,000
- 2016 – TOTAL \$30,000
 - Engagement
 - Communicator - \$30,000

Stakeholder Engagement, Research and Communication

The project team met and interviewed several community and industry stakeholders during development of the Corridor Program Project Plan including the Urban Development Institute, Urban Land Institute, Federation of Calgary Communities, two Business Revitalization Zones (The Kensington BRZ and the International Avenue BRZ), and Canadian Homebuilders Association – Calgary Region. The feedback was used to help identify potential timelines, communication/engagement ideas, and issues and opportunities of the project.

Engagement and communication details for Phase 2 and 3 of the program will be presented to nextCITY Committee, the Standing Policy Committee on Planning and Urban Development and Council prior to the commencement of these phases.

Strategic Alignment

The Cultural Transformation project has highlighted the need to work more cross departmentally to achieve better corporate outcomes. The Corridor Program is founded on this principle.

The program is also fully aligned with the objectives of the MDP / CTP and this focus will continue through the governance model proposed in this report.

Finally the program is a key component of Planning, Development & Assessment's nextCITY Initiative. It will also align with the principles of the related Transforming Planning project.

Page15 of the Attachment provides an illustration of the many corporate initiatives and documents the Corridor Program will need to take direction from, coordinate with and influence.

Social, Environmental, Economic (External)

CORRIDOR PROGRAM PROPOSAL

The Corridor Program is based on the principle that a successful outcome will include progress on social, economic and environmental dimensions. By developing a “Corridor Health” indicator, this key sustainability principle can be objectively measured over time to ensure benefits of corridor development and investment are making progress along all three dimensions.

Financial Capacity

Current and Future Operating Budget:

The Corridor Program Project Plan identifies the need for an additional \$1,600,000 of funding. This will require:

- an overspend of the 2014 LPI operating budget of \$857,000
- an additional \$713,000 into the LPI 2015 operating budget and
- an additional \$30,000 into LPI 2016 operating budget (Attachment page 17).

Consulting is estimated to cost approximately \$500,000 for economic analysis and heritage surveys. Internal resources will be used whenever possible.

Current and Future Capital Budget

The Corridor Program will not affect current and future capital budgets.

Risk Assessment

The Corridor Program Project Plan provides a Project Risk Register (Attachment page 8). The biggest risks include public resistance, scope creep (which has increased funding implications), ability to coordinate internal alignment, staff changes and insufficient resources. All potential risks were ranked by likelihood and impact; risk mitigation measures have been developed.

The corridor program needs funding to:

- Increase understanding in communities about what the MDP says about corridors
- Have meaningful engagement;
- Deliver clear, consistent communication
- Build relationships with 67 communities, the Federation of Calgary Communities, Business Revitalization Zones, the development community and other interest groups.

A better product will result if the public is engaged. If adequately resourced this engagement can lead to lasting partnerships and a shared interest in the success of Calgary’s corridors.

Without proper funding, the corridor program will not have meaningful engagement and will miss the opportunity to build partnerships and create a new, firmly evidence-based approach to planning, investment, and policy. The intent of the Program is to generate excitement and interest in the new future of Calgary’s main streets, with real results in terms of quality redevelopment. Building relationships and momentum around this objective will require resources.

CORRIDOR PROGRAM PROPOSAL

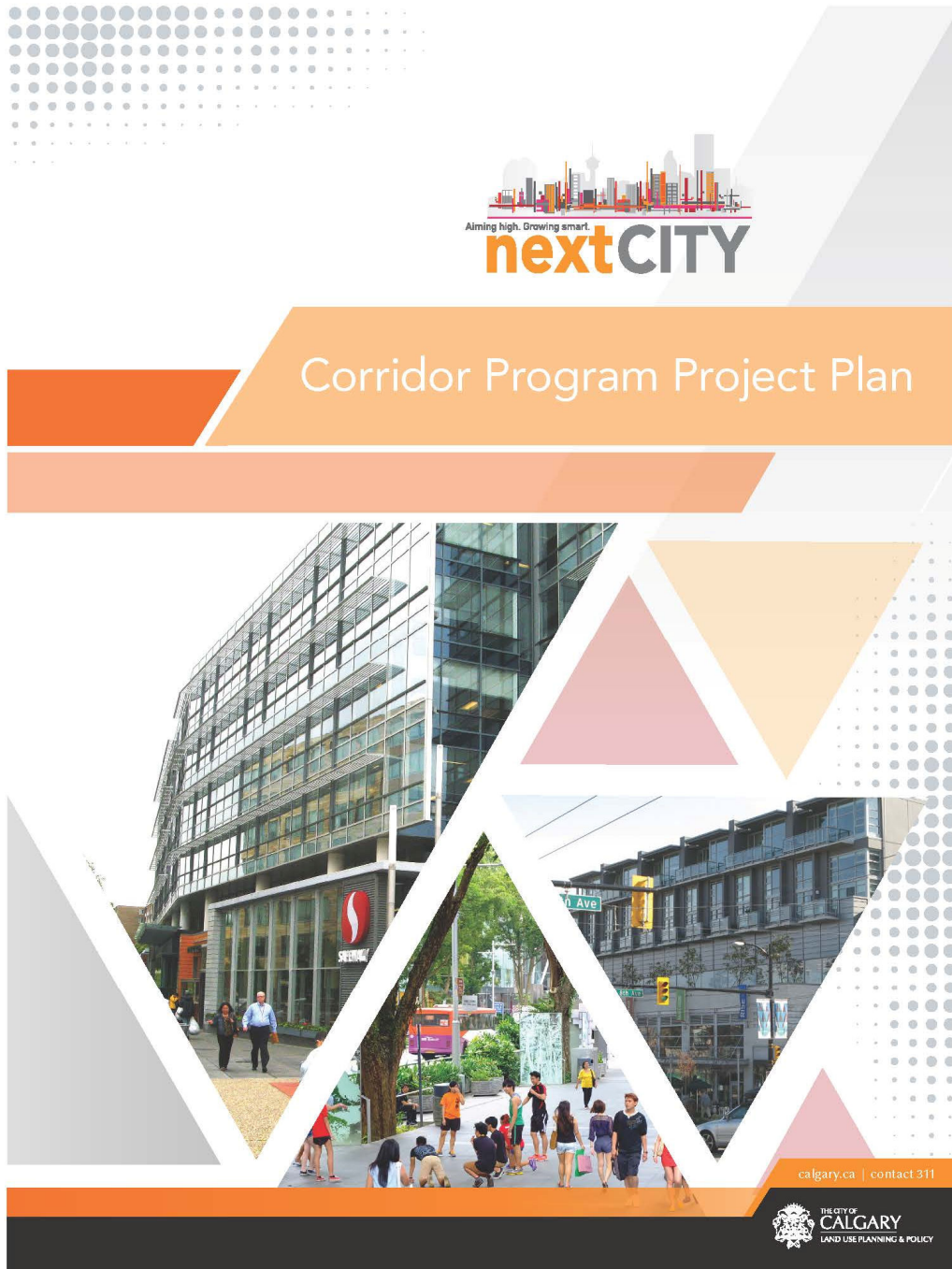
REASON(S) FOR RECOMMENDATION(S):

The Corridor Program Project Plan has incorporated nextCITY Committee comments. In order to proceed, the identified funding requirements for the related communication and engagement plan require Council approval.

ATTACHMENT

Corridor Program Project Plan

Corridor Program Project Plan



Corridor Program Project Plan

Corridor Program Project Plan

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Corridor Program Project Plan

Executive Summary

The Corridor Program Project Plan provides a Project Charter and associated Engagement/Communication Plan using input from internal workshops and interviews with external stakeholders and impacted Councillors. It was prepared with support from the Corporate Project Management Centre (CPMC) using the toolset developed and provided to the Corporation. This approach increases the efficiency and effectiveness of delivering projects within The City of Calgary. Whilst this plan provides an overview of the entire project, the focus is on the first six month phase (Phase 1). More detail will be provided on phase 2 and 3 at the beginning of these phases using lessons learnt from the previous phase.

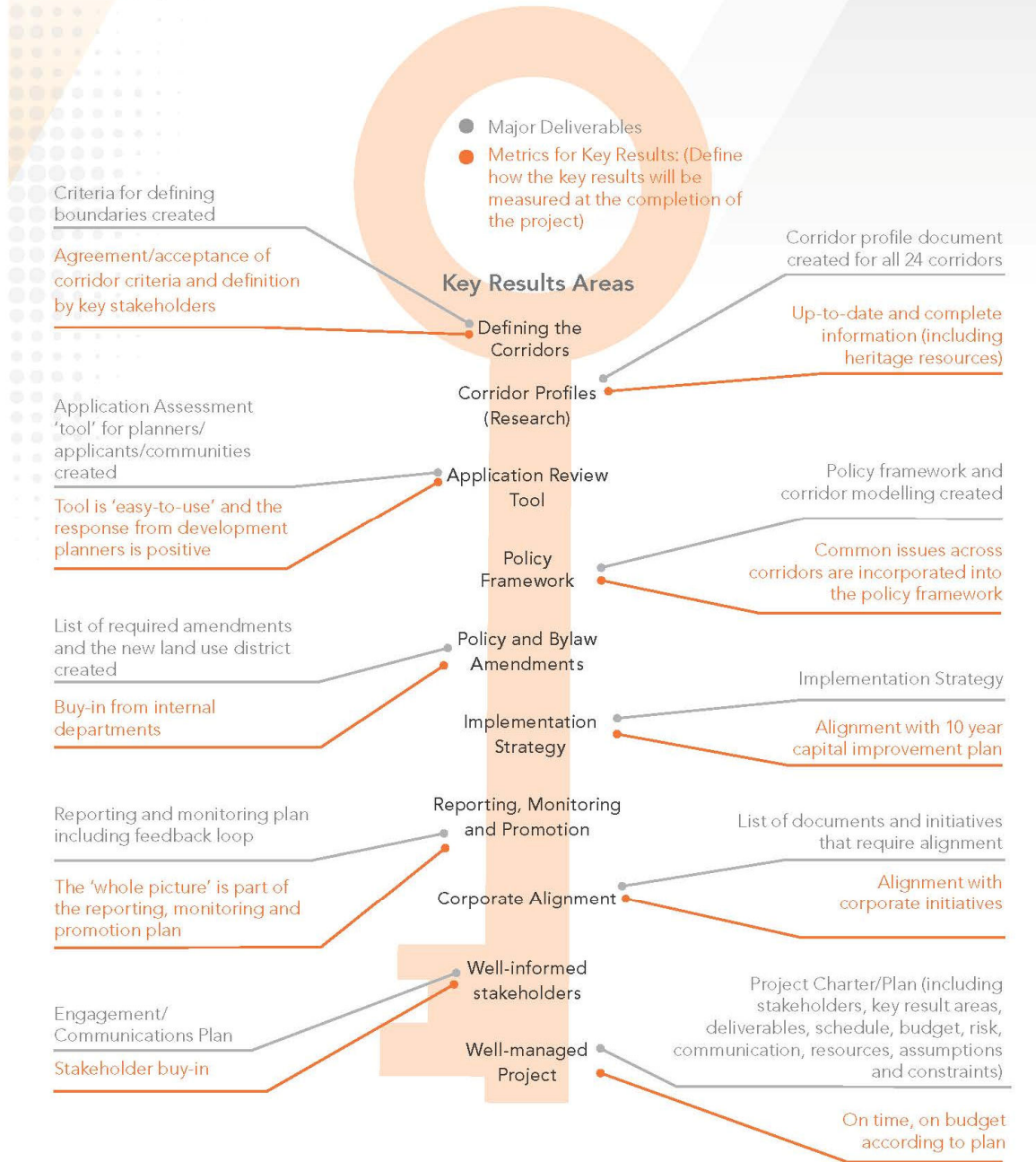
There are 12 parts to the Corridor Program Project Plan, as follows:

- 1/ Key Results– Identifies the 10 key results including defining corridor boundaries, corridor profiles, an application review tool, policy and guidance, policy and Bylaw amendments, an implementation strategy and ongoing reporting, monitoring and promotion. Deliverables and metrics to identify when these key results are achieved are also provided.
- 2/ Priority Triangle – Assesses the project against the priorities of performance, time and cost. Whilst all are considered important to the success of the project, time is highlighted as the primary driver to enable a more efficient approach to providing planning and implementation guidance across the corridors than the current approach of piecemeal local area planning.
- 3/ Project Plan – Identifies 10 major milestones from Project Organisation to Final Reporting with timelines for commencement and completion of three major phases.
- 4/ Exclusion List – For clarity of scope a list of exclusions from the project has been provided.
- 5/ Issues and Opportunities – Many Issues and opportunities have been identified and are summarized through a word cloud illustration. Further issues and opportunities will be identified through the implementation of the engagement plan.
- 6/ Project Risk Register – Identifies 30 potential risks to the project which can be broadly categorized as relating to scope creep, corporate buy in, staff and funding resources and public concern. Risk mitigating deliverables have also been identified.
- 7/ Stakeholder Groups – Identifies the major stakeholders impacted and interested in the project.
- 8/ Engagement and Communications Plan–Provides 3 detailed options for Engagement and Communication. Option A is the most basic model and is recommended as a minimum. Option B and C build on Option A with additional tools and community events.
- 9/ Transforming Planning – Provides an Illustration on how the Corridor Program proposal aligns with the Transforming Planning Initiative.
- 10/ Alignment – Provides an illustration indicating the various City initiatives and documents which the Corridor Program will need to take direction from, be aligned to and/or will potentially influence.
- 11/ Governance & Team – Illustrates the governance structure for the project with nextCITY Committee, the Planning and Urban Development Committee and Council providing guidance and direction at the beginning of each phase of the project. The Core Project Team and Advisory Committees are also identified.
- 12/ Resources – Provides details of staff, consultant, engagement and communication resources required to complete the project within the timeline identified (final reporting by March 2016).

Corridor Program Project Plan

Overview

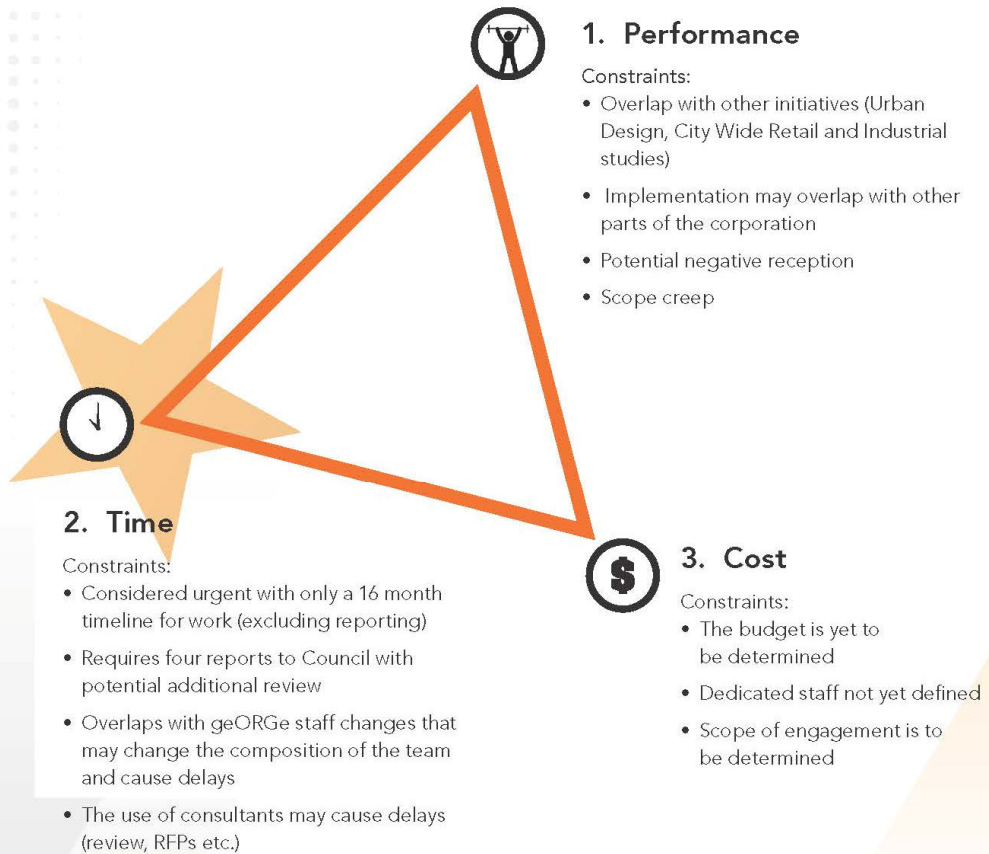
The Corridor Program has 10 key result areas, each with a primary metric and a major deliverable. Seven of these key result areas correspond to the seven steps, over three phases, outlined in the Corridor Brochure.



Corridor Program Project Plan

Priority Triangle

To inform decisions and ensure efficiency, the project team identified 'time' as the primary priority for the Corridor Program.



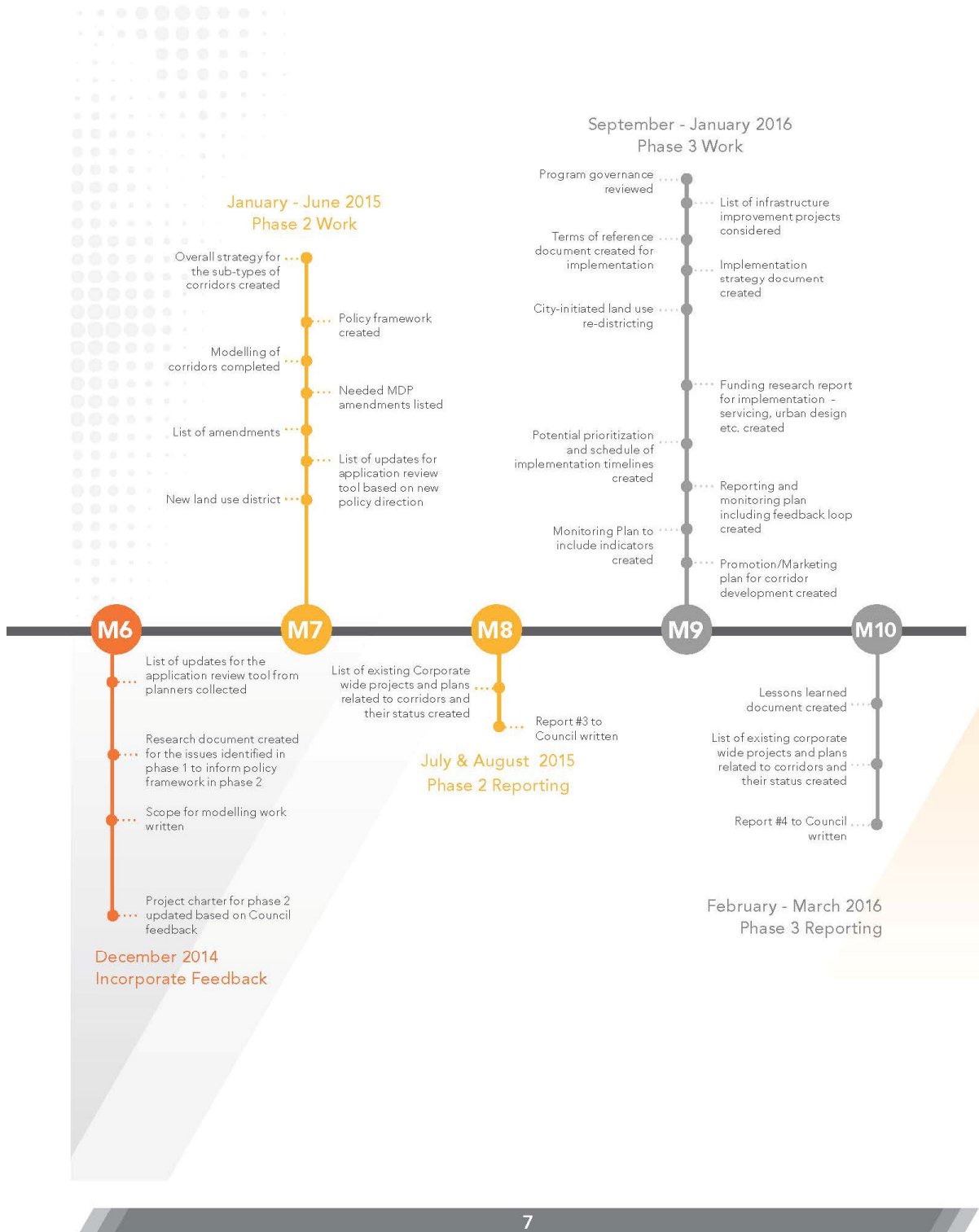
Corridor Program Project Plan

Project Plan Milestones (M)

The graphic below indicates the major milestones and deliverables in the Corridor Program. During the project chartering process, the project team focused on the first phase of the Corridor Program. This creates a responsive program that can adapt and learn from previous phases.



Corridor Program Project Plan



Corridor Program Project Plan

Project Risk Register

Risk identification is an important part of the project charter. The chart below indicates potential risks and ranks them by likelihood and impact



Risk Description						
1	Increase in scope by adding more issues to tackle	<table border="1"><tr><td>LH</td><td>HH</td></tr><tr><td>LL</td><td>HL</td></tr></table>	LH	HH	LL	HL
LH	HH					
LL	HL					
2	Communities outside of corridors may feel neglected	<table border="1"><tr><td>LH</td><td>HH</td></tr><tr><td>LL</td><td>HL</td></tr></table>	LH	HH	LL	HL
LH	HH					
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3	Unable to secure buy-in from stakeholders at start of engagement	<table border="1"><tr><td>LH</td><td>HH</td></tr><tr><td>LL</td><td>HL</td></tr></table>	LH	HH	LL	HL
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4	The public may be against the plan and may try to slow down the process, resistance to change	<table border="1"><tr><td>LH</td><td>HH</td></tr><tr><td>LL</td><td>HL</td></tr></table>	LH	HH	LL	HL
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5	Unmet expectations could affect The City's relationship with CBIZ and the Federation of Calgary Communities	<table border="1"><tr><td>LH</td><td>HH</td></tr><tr><td>LL</td><td>HL</td></tr></table>	LH	HH	LL	HL
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6	Where policy has been done recently, the engagement may backfire - creating engagement fatigue and confusion	<table border="1"><tr><td>LH</td><td>HH</td></tr><tr><td>LL</td><td>HL</td></tr></table>	LH	HH	LL	HL
LH	HH					
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7	Scope creep on engagement	<table border="1"><tr><td>LH</td><td>HH</td></tr><tr><td>LL</td><td>HL</td></tr></table>	LH	HH	LL	HL
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8	Insufficient internal buy-in and conflicting priorities	<table border="1"><tr><td>LH</td><td>HH</td></tr><tr><td>LL</td><td>HL</td></tr></table>	LH	HH	LL	HL
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9	Reluctance to make trade-offs that may reduce single occupancy vehicle space in order to implement Complete Streets	<table border="1"><tr><td>LH</td><td>HH</td></tr><tr><td>LL</td><td>HL</td></tr></table>	LH	HH	LL	HL
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10	Utility servicing not being able to accommodate some development scenarios and streetscaping	<table border="1"><tr><td>LH</td><td>HH</td></tr><tr><td>LL</td><td>HL</td></tr></table>	LH	HH	LL	HL
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11	Different perspectives on the scope and value of the project	<table border="1"><tr><td>LH</td><td>HH</td></tr><tr><td>LL</td><td>HL</td></tr></table>	LH	HH	LL	HL
LH	HH					
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12	Lack of experience and knowledge on market demand	<table border="1"><tr><td>LH</td><td>HH</td></tr><tr><td>LL</td><td>HL</td></tr></table>	LH	HH	LL	HL
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Corridor Program Project Plan

Risk Description						
13	Not being able to pick staff for the project team and support staff	<table border="1"> <tr> <td>LH</td> <td>HH</td> </tr> <tr> <td>LL</td> <td>HL</td> </tr> </table>	LH	HH	LL	HL
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14	Inability to secure graphic design and/or engagement/communications support internally	<table border="1"> <tr> <td>LH</td> <td>HH</td> </tr> <tr> <td>LL</td> <td>HL</td> </tr> </table>	LH	HH	LL	HL
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15	External partners may not deliver on time	<table border="1"> <tr> <td>LH</td> <td>HH</td> </tr> <tr> <td>LL</td> <td>HL</td> </tr> </table>	LH	HH	LL	HL
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16	Key staff leave, geORGe changes staff	<table border="1"> <tr> <td>LH</td> <td>HH</td> </tr> <tr> <td>LL</td> <td>HL</td> </tr> </table>	LH	HH	LL	HL
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17	Negative media coverage	<table border="1"> <tr> <td>LH</td> <td>HH</td> </tr> <tr> <td>LL</td> <td>HL</td> </tr> </table>	LH	HH	LL	HL
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18	There will be little budget for a market consultant to fill in the gaps not already studied	<table border="1"> <tr> <td>LH</td> <td>HH</td> </tr> <tr> <td>LL</td> <td>HL</td> </tr> </table>	LH	HH	LL	HL
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19	There will be little budget for engagement	<table border="1"> <tr> <td>LH</td> <td>HH</td> </tr> <tr> <td>LL</td> <td>HL</td> </tr> </table>	LH	HH	LL	HL
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20	Direction to change the scope	<table border="1"> <tr> <td>LH</td> <td>HH</td> </tr> <tr> <td>LL</td> <td>HL</td> </tr> </table>	LH	HH	LL	HL
LH	HH					
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21	Corridor definition could miss something or circumstances could change during the project	<table border="1"> <tr> <td>LH</td> <td>HH</td> </tr> <tr> <td>LL</td> <td>HL</td> </tr> </table>	LH	HH	LL	HL
LH	HH					
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22	FOIP requests for emails	<table border="1"> <tr> <td>LH</td> <td>HH</td> </tr> <tr> <td>LL</td> <td>HL</td> </tr> </table>	LH	HH	LL	HL
LH	HH					
LL	HL					
23	POSSE or other tools for monitoring and data collection may change	<table border="1"> <tr> <td>LH</td> <td>HH</td> </tr> <tr> <td>LL</td> <td>HL</td> </tr> </table>	LH	HH	LL	HL
LH	HH					
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24	Unable to test the assessment tool with staff	<table border="1"> <tr> <td>LH</td> <td>HH</td> </tr> <tr> <td>LL</td> <td>HL</td> </tr> </table>	LH	HH	LL	HL
LH	HH					
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Corridor Program Project Plan

Exclusions

To ensure a precise scope, the project will not:

- Address Activity Centres
- Review the Municipal Development Plan's intensity thresholds
- Add new corridors as part of this initial program
(The program will define criteria for adding new corridors that can be used to add additional corridors upon project completion)
- Create Local Area Plans for every corridor but the corridor program will highlight potential amendments to existing Local Area Plans
(This program can create a mechanism to identify areas that need future local area planning)



Corridor Program Project Plan

Stakeholder Groups

The corridor program impacts diverse stakeholders, including residents, businesses, interest groups, developers, Council, and City departments



Residents

- Community Associations
- Homeowners
- Renters
- Students from high schools
- Visitors to corridors



Businesses

- Business Revitalization Zones
- Businesses
- Calgary Food Committee
- Restaurant Associations
- Manufacturing and Industrial Groups



Development Community

- Developers
- Urban Development Institute
- Builders
- Calgary Home Builders Association
- Architects
- Alberta Architects Association
- Affordable Housing/Calgary Housing
- National Association for Industrial and Office Parks
- Commercial Brokers
- Non-residential landowners



Interest Groups

- Urban Land Institute
- CivicCamp
- Calgary Economic Development
- Chamber of Commerce
- Federation of Calgary Communities
- Real Estate Groups
- Building Operators and Managers Association



City Leadership

- Councillors
- nextCITY Committee
- Planning & Urban Development Committee



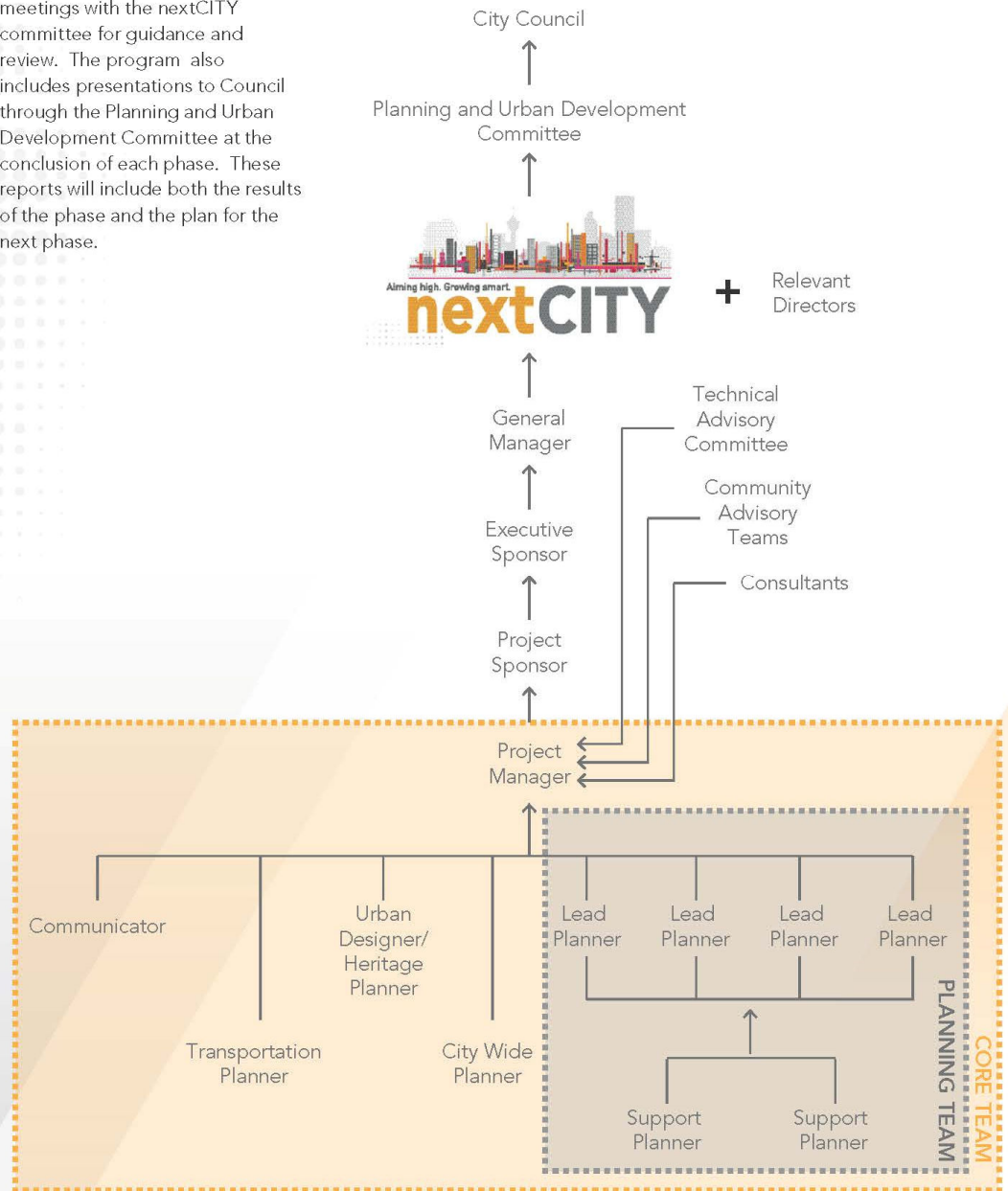
City of Calgary Business Units

- Land Use Planning and Policy (Heritage, City Wide, Geodemographics, Urban Design, Subdivision Services)
- Development and Building Approvals (Planning Implementation, Land Use Bylaw Sustainment)
- Transportation (Planning, Network Planning, Roads)
- Calgary Parking Authority
- Police
- Fire
- Calgary Emergency Management Agency
- Calgary Transit
- Roads
- Parks
- Recreation
- Water Resources
- Urban Development
- Corporate Properties
- Community and Neighbourhood Services
- Utilities and Line Assignments
- Real Estate and Marketing
- Social Planning
- Office of Land Services and Housing
- Animal and Bylaw Services

Corridor Program Project Plan

Governance and Team

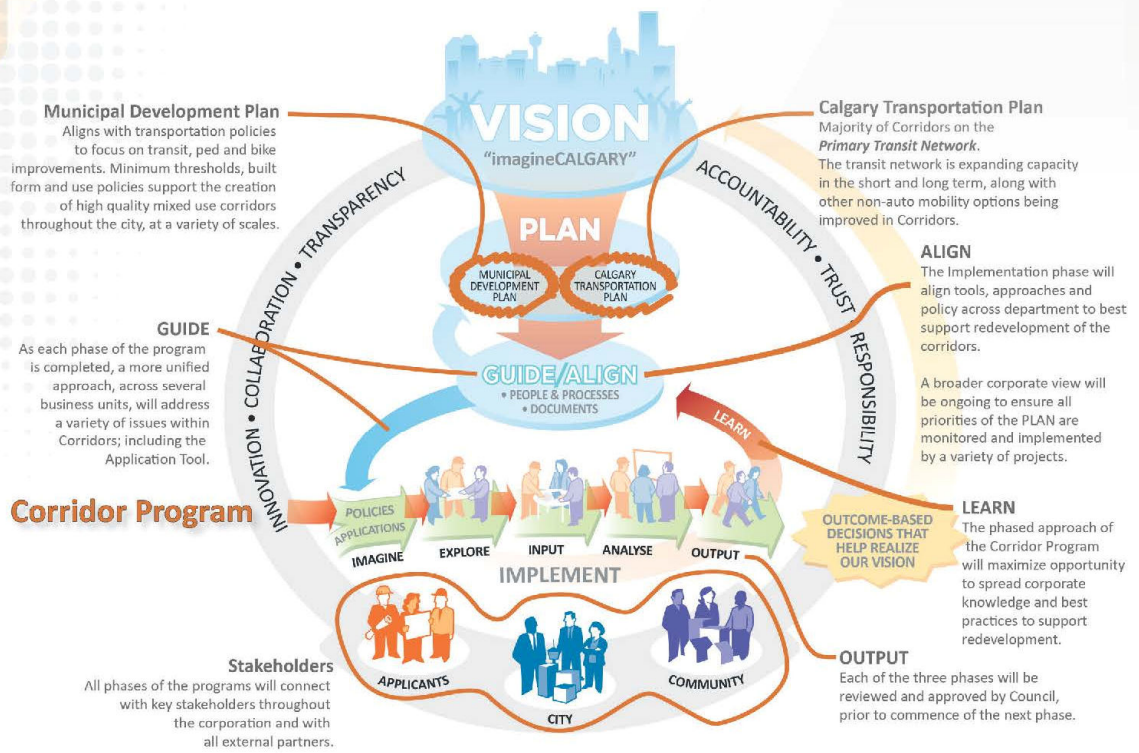
The Corridor Program's governance structure will include regular meetings with the nextCITY committee for guidance and review. The program also includes presentations to Council through the Planning and Urban Development Committee at the conclusion of each phase. These reports will include both the results of the phase and the plan for the next phase.



Corridor Program Project Plan

Transforming Planning

The illustration below shows how the corridor program aligns with Transforming Planning.



Corridor Program Project Plan

Alignment

Many corporate initiatives and documents impact the Corridor Program as illustrated in the diagram below.

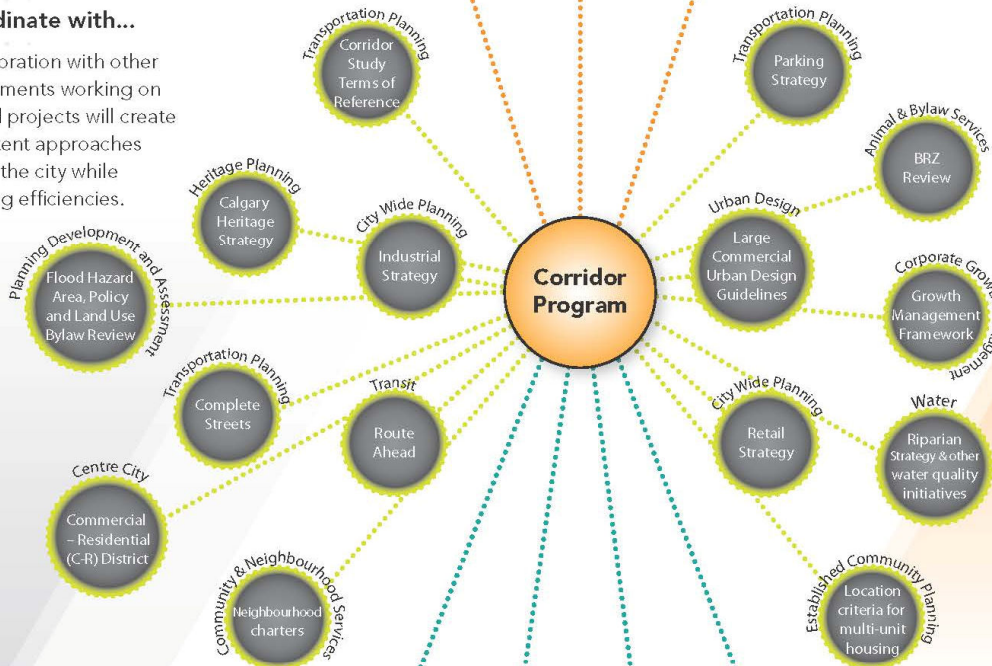
Directions from...

The Corridor Program must align with Sustainability 2020, The Municipal Development Plan/Calgary Transportation Plan and nextCITY.



Coordinate with...

Collaboration with other departments working on related projects will create consistent approaches across the city while realizing efficiencies.



Definitely influence...

Amendments and adjustments to plans, bylaws and policy may also result from the Corridor Program. This corporate focus will ensure the Corridor Program is a multi-disciplinary and comprehensive project.



Corridor Program Project Plan

Resources

As mentioned previously, the Corridor Program requires a dedicated team. Most of the staff exists within planning except for the full-time communicator. In addition to staff, consulting resources are needed for a market analysis – something that stakeholders emphasized throughout the pre- engagement and project chartering both internally and externally.

Staff

- Reallocate 7 existing planners to the project team
- Relocate one existing Transportation Planner , one existing Urban Designer/Heritage Planner and one existing City Wide Planner to the team (part-time consulting)
- Temporary new staff member – a communicator

Consulting

- Market Research (filling in the gaps not covered in previous work, most notably the residential and office market conditions along the corridors)

Corridor Program Project Plan

Feedback from the nextCITY committee

The nextCITY committee met on March 14 to discuss the corridor program project plan and the committee provided suggestions regarding engagement; specific points include:

- Remove paid media and polling from the proposed engagement tactics
- Move away from open houses towards targeted focus groups
- Engage people where they congregate (e.g. patios)
- Use internal resources whenever possible
- Focus on the relationship between the community at-large and the corridor (areas of change versus areas of stability)
- Keep engagement authentic and about specific questions instead of larger abstract visions
- Invest time upfront
- Get to the outcome fast
- Educate about what the Municipal Development Plan says about corridors
- Give people time to get used to the idea

Budget

Communications

Project website	In-house
Social Media Strategy	In-house
Traditional Media Strategy	In-house
Community Newsletters	In-house
Total	In-house

Engagement

*MindMixer Site (set-up and maintenance for phase 1)	\$8,000
On-the-ground events (24) 1 event per corridor (promotion and staff time)	\$240,000
Engagement Toolbox	\$2,500
Twitter Townhalls/Panels/World Cafes	In-house
Community Corridor Teams	\$12,000
Specialize Focus Groups	\$36,000
Total	\$298,500
\$298,500 for a total of 3 phases	\$895,500
Economics Analysis (including Heritage Analysis)	\$500,000
One temporary Communicator for 2 years	\$203,819
Total	\$1,599,319