

## **CORRIDOR PROGRAM PROPOSAL**

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### **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:**

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

### Oppositions to Recommendations:

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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.

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### **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)**

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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.

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**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