

Application to The City of Calgary Council Innovation Fund

Date: 2018 October 2

Name of Project: Chinatown Cultural Plan and Local Area Plan

Sponsor: Councillor Farrell and Councillor Chu

Affected Business Unit(s) and/or Departments: Community Planning & Calgary Recreation

Amount of Funds Requested: \$250,000

Project Description:

Chinatown is unique in its character and composition and is one of Calgary's most distinctive cultural neighbourhoods. Chinatown is a community with strong cultural, social, and heritage aspects. It draws people from across Calgary and the region. The existing Area Redevelopment Plan (ARP) for Calgary's Chinatown is over 30 years old. It is considered to be outdated and not aligned with the Municipal Development Plan or other significant City policies and corporate objectives.

Through unanimous approval of the Chinatown Area Redevelopment Plan Phase 1 Report (PUD2018-0514), Council directed Administration to proceed with developing a Chinatown Cultural Plan and a culturally-based Local Area Plan.

Cultural planning is a new process to identify and leverage a community's cultural resources, and integrate a cultural lens across all facets of local government planning and decision-making. Culture is anything that defines the unique identity of a community or social group, including such characteristics as social customs, seasonal traditions, geography, cuisine, oral traditions, fashion, visual and performing arts, literature, music, and religious expression. Given the dynamics of Calgary's Chinatown, there is a need to ensure that its unique culture informs future land use and development decisions.

Funding from the Council Innovation Fund would cover the anticipated consulting costs, including city-wide consultation and engagement conducted in several languages.

Project Benefits – Why is this project needed, and why now?

The existing Area Redevelopment Plan (ARP) for Calgary's Chinatown dates back to 1986. The format of the document is outdated and it provides limited development direction. Further, the ARP policies are not well aligned with the Municipal Development Plan or other significant City policies and corporate objectives.

Calgary's population over the years has become increasingly diverse, and that diversity is not well observed in the planning process. Lessons learned from the proposed work in Chinatown will influence current processes and procedures. Chinatown's demographic trends also indicate that a transition is underway, with pressures that do not align with the community's vision of how the community should evolve. This was apparent in 2016 when an application to redesignate a site was met with a high degree of controversy within the community and required extensive City planning, communications, and public engagement resources. With many Chinatowns across North America struggling, providing timely support to Calgary's Chinatown will help develop a vision for appropriate and sustainable development.

The City is moving towards a more deliberate and formalized approach to include cultural planning and cultural elements in planning policy. Chinatown provides an opportunity to develop and pilot a new

process, which will influence The City's approach to ethno-cultural engagement and develop cultural competency benefiting not only Chinatown, but also other communities city-wide.

Significant work was completed since 2015 and the community is eager to continue working with The City on a long term vision for Chinatown. Recent work by the community to document its history fits well with the cultural planning process. City Council approved a Cultural Plan for Calgary in 2016 that highlights the importance of integrating culture into all aspects of government planning. Combining a Cultural Plan with a new Local Area Plan in Chinatown would be a first for Calgary and could serve as a pilot project for a new way of informing future Local Area Plans. Undertaking a culturally-based Local Area Plan in Chinatown offers the opportunity to incorporate insightful lessons into future planning processes, and offer the opportunity to test engagement techniques.

Given Chinatown's overall importance to Calgary, and the growing momentum within and around the community, now is the appropriate time to define a vision for Chinatown's future. A critical component in developing a Cultural Plan and a culturally-based Local Area Plan will be community consultation and engagement that will be undertaken in at least three languages and adapted to the local context. Previous public consultation and engagement as part of preparing other Local Area Plans across the city have typically been in English only. Funding from the Innovation Fund will enable Administration to advance and potentially change city-wide processes on consultation and engagement with ethnically diverse groups. Lessons learned as part of the work undertaken on Chinatown will deliver a Best Practices Guide for future consultation in other ethnically diverse communities across Calgary.

The existing Chinatown ARP does not contemplate the Green Line or the station to be located at 2 Street and 2 Avenue SW. The Green Line will affect nearby development sites and increase community accessibility. A new culturally-based Local Area Plan for Chinatown is a significant opportunity for station area placemaking, exploring land uses that promote vibrancy around the station, and identifying connections throughout the community.

How does this project meet the Criteria of the fund as set out in the Terms of Reference?

Administration's work on the Chinatown Cultural Plan and the culturally-based Local Area Plan aligns with the Council Innovation Fund's purpose to support one-time funding to projects that can impact policy and procedures. Work on these plans supports innovation in allowing the community's culture to inform the built-form policies of the Local Area Plan. In the long term, innovation will be demonstrated through the documentation of lessons learned, the use of terminology, and examples of cultural considerations for Local Area Plans. This will further the practice of planning culturally at The City, and potentially informing a Best Practices Guide on consultation and engagement with ethno-cultural populations.

The Chinatown Cultural Plan and culturally-based Local Area Plan work advances the following Citizen Priorities:

- A Prosperous City – Supporting The City of Calgary and Calgary as a whole to continue to attract diverse talent, build resiliency, and act as a place where there is opportunity for all.
- A City of Safe and Inspiring Neighbourhoods – Supporting the realization of safe, accessible, and inclusive neighbourhoods that foster the opportunity for diverse community members to participate in civic life and equally benefit from City services.

- A City That Moves – Ensuring access to safe and affordable transportation choices. Supporting understanding of differing safety and accessibility priorities for diverse groups, as well as identifying tangible actions to address these different needs.
- A Healthy and Green City – Supporting the delivery of equitable City services that reflect the diverse needs of Calgarians with respect to recreation and living opportunities.
- A Well-Run City – The City of Calgary is further supported as a high performance organization that leverages diverse talents, engages in evidence-based, conducts quality decision-making, and delivers efficient and effective services.

Project Overview and Budget

Chinatown Area Redevelopment Plan Phase 1 Report (PUD2018-0514) identified the need for outside consulting expertise given the specialized nature of the work, complex community dynamics, broad public interest, cultural nuances, language barriers, and high public engagement expectations. At the 2018 June 25 Regular Meeting of Council, unanimous support was given by Council for this work.

Consulting costs to deliver the Cultural Plan and culturally-based Local Area Plan are outlined in Table 1. Further work on scoping the project and hiring the consultant(s) will start immediately following the full budget approval. The direction approved by Council as part of PUD2018-0514 requires significant resources, likely over an extended time, and cannot be entirely supported through the business units' consulting budget. It is estimated that this work will cost approximately \$600,000 for consultants and engagement hard costs, but this could be higher due to the community's diversity and competing interests of various groups. Additional costs may also arise from a potential change in scope when a detailed Request for Proposal (RFP) is developed with the community. All internal staff costs are excluded.

Table 1: Chinatown Cultural Plan and culturally-based Local Area Plan anticipated consulting costs

Expense	ESTIMATED COST
Cultural Plan	\$125,000
Area Redevelopment Plan	\$200,000
Engage consultant	\$100,000
Engagement workshops & open houses	\$100,000
Translation Services	\$75,000
Total Estimated Consulting Costs	\$600,000

NOTE: The figures provided above are based on a high level scope of work only. The actual cost may vary based on the successful candidate. Consulting expense items have been split, where possible, based on the findings from relatable projects and The City's 2017 Expression of Interest (EOI).

Accurate consulting costs, including a breakdown of cost by year, will only be known once a Request for Proposals and the scope of work processes are undertaken. Secured funding will help mitigate any unforeseen circumstances that may arise with the community and help ensure the successful execution of this work. As part of the Chinatown Area Redevelopment Plan Phase 1 Report (PUD2018-0514), Council directed Administration to report back to Council, through the Standing Policy Committee on Planning & Urban Development, with a detailed scope of work by no later than 2019 July.

Community Planning and Calgary Recreation will jointly manage the project. The budget split between these two business units is not yet determined. The recommended approach would be for all funds from

the Council Innovation Fund to be administered by Community Planning. Recreation will recover their costs from Community Planning by means of a Letter of Agreement. A summary of key findings and an update on the project work will be provided to Council through PFC no later than Q3 2019.