



Request for Proposals

City of Camrose Planning Consultant Lead

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1 Introduction

The City of Camrose is seeking proposals from a qualified Prospective Planning Consultant Lead for this unique opportunity. Working with both Contract Managers, support staff, the public, and other potential selected consultants working on supportive studies, the Prospective Planning Consultant Lead will be responsible for working with a team to complete an update to the Downtown Action Plan and formalize this document into a Downtown Area Redevelopment Plan (“DARP”).

The Successful Planning Consultant Lead will have extensive experience as a project manager on guiding and managing redevelopment plans with a focus on implementation. The primary goal of the Planning Consultant Lead will be to provide planning expertise and guidance on public engagement, communication plans, policies, urban design and implementation for the DARP. A majority of the plan policy will be completed in-house with the Planning Consultant Lead providing coaching, mentoring, and leadership to City staff as this phase of the project is completed. Supportive studies discussed in Section 2 will be managed by the Planning Manager but may require some involvement from the Planning Consultant Lead.

For the purposes of this project the Evaluation Team has placed significant importance on innovative approaches to downtown redevelopment and revitalization as well as demonstrated successful implementation of downtown plans that have led to proven results.

Once the successful proposal is accepted, it is the intent of the City to complete the DARP by September of 2018. Completion means the approval of the Downtown ARP by Council. The contract will reflect these timelines.

2 Background and Objectives

The City of Camrose’s current Downtown Action Plan was adopted by Council in March of 2007. Statutory plans should be updated every four (4) to five (5) years to ensure plans are current with economic trends, best represent the municipality’s vision and goals, and coincide with other city statutory plans. A downtown is the most visible indicator of a community’s economic and social health. Downtown Camrose has a rich history of pre-settlement, settlement, town incorporation, railway history, during the world wars, the interwar period, and post-war history that make downtown Camrose unique.

Downtown Camrose is centrally located within the City on the north side of Highway 13 (48th Avenue) and east of Highway 833 (53rd Street). The Downtown area covers an area of approximately 8 blocks by 4 blocks, configured in a traditional grid street pattern aligned parallel and perpendicular to the CP tracks. Main Street (50th Street) is the traditional commercial heart of the city. Downtown Camrose is still a very vibrant, diverse hub of Camrose with unique services that other downtowns have long lost to newer strip malls and big box centers.

Since the Downtown Action Plan was adopted in 2007 there have been many changes to downtown. The frequency of special events, change in how commercial space is used, increase in residential development, and increase in vacant or underutilized lands have all had an impact on how the current Downtown Action Plan is understood and implemented. This goes to show that downtown has always been the economic, social and cultural heart of Camrose and an important part of the community’s overall identity. The vision and goals of the current Downtown Action Plan may not match the vision and goals of Council, Administration, downtown business owners, developers, other stakeholders, and the citizens of Camrose.

The intent behind the Downtown Camrose Area Redevelopment Plan is to replace the existing Downtown Action Plan. At a minimum, the DARP will address pedestrian movement, land use, physical development, transportation and parking (access and loading), future build out, heritage preservation, public realm, sustainability, economic development, gateways and wayfinding features, architectural design, design policies, and actions for all areas that fall within the Plan area. The DARP will also be guided by supportive studies such as a Parking Strategy or Transportation and Parking Analysis, Retail and Gap Analysis and a Fiscal Impact Analysis.

The new DARP will help guide public and private development downtown over the next 25 years to ensure that downtown continues to evolve into a place for residents and visitors. The intended use is to help guide and influence the physical, social, environmental and economic conditions of the downtown area, and to ensure that a sustainable, balanced approach to growth is considered. Most importantly, the DARP will have clear, realistic, and achievable implementation targets –something that is absent from the Downtown Action Plan.

3 Purpose

The purpose of this RFP is to engage a Planning Consultant Lead that is able to provide guidance and mentorship to the Contract Manager (Long Range Planner) and the Alternative Contract Manager (Director of Planning) throughout the contract term. The Planning Consultant Lead will provide guidance and mentorship throughout the duration of the DARP project on an as required basis by the Planning Manager. The Contract Managers will be responsible for the majority of public engagement, policy writing, and management of any other contracts for supportive studies.

4 Downtown Camrose Plan Area



(Source: City of Camrose Downtown Action Plan (March 2007), pg. 2)

The general policies for the DARP should be consistent with the following City of Camrose documents: Green Space Master Plan, Municipal Development Plan, Land Use Bylaw 2880-16 and the Municipal Sustainability Plan. It is expected that the DARP will fit seamlessly in the existing family of documents.

5 Preparation of Proposal

This Request for Proposal (RFP) is issued by the City of Camrose for the services described in the “Scope of Work” section in this document. This competitive procurement has been set up in accordance with City policies to maximize the benefit to the City, while offering Prospective Planning Consultant Leads with a fair and equitable opportunity to participate through submission of proposals.

The purpose for collecting the information for this RFP is to enable the City to ensure the accuracy and reliability of submitted proposals, as well as to enable the City to evaluate those proposals. The Contract Manager can be contacted regarding any questions about the collection of information pursuant to this RFP.

The approximate timeline for this proposal is as follows:

Thursday, June 15, 2017	The City of Camrose posts the Request for Proposal and related documentation on the Alberta Purchasing Connection website
Friday, June 23, 2017	Meeting if requested by Prospective Planning Consultant Lead (not mandatory)
Friday, June 30, 2017	Final opportunity for the City to receive any questions regarding the RFP
Friday, July 7, 2017	City distributes Final Addenda, if required, for the RFP to respondents
2:00 pm, Friday, July 21, 2017	Closing Date and Time for RFP (Submission of Proposals)
Monday, July 31, 2017	Notification to Successful Planning Consultant
Wednesday, August 9, 2017	Anticipated Contract Start Date
Friday, September, 28 2018	Anticipated Contract Completion Date

6 Scope of Work

The City anticipates the following to be the scope of work for the DARP project. However, submitted proposals may suggest a lesser or greater scope of work depending on the Planning Consultant Lead's understanding of the project needs. Any additional proposals will be reviewed by the Evaluation Team.

- a) Review and provide guidance on downtown land use and development.
- b) Provide guidance and recommendations on form and character.
- c) Main point of contact for the Planning Managers on any questions, concerns or further mentorship required by the Planning Managers throughout the duration of the DARP project.
- d) Provide review on RFP draft documents for additional studies required for the DARP.
- e) Provide guidance and recommendations as the Planning Consultant Lead deems necessary to be taken into consideration by the Planning Managers to ensure the success of the DARP.
- f) Provide expertise and filtering of ideas, concepts and plan policies for the DARP project.
- g) Additional supplementary work associated with the DARP project as per hours and visits permits.

The City's expectation is that the Planning Consultant Lead will dedicate approximately 160 hours to the DARP project from the date the Planning Consultant Lead RFP has been awarded to September 28, 2018 or until the project has been approved by City Council. It is up to the Planning Consultant Lead through their RFP proposal to mention if the timeline is sufficient enough to complete a DARP project for Downtown Camrose. The City estimates the Planning Consultant Lead will work directly in Camrose for 12 days throughout the duration of the project. The expectation is that there would be seven and a half working hours per each visit. Multi-day visits may be necessary.

7 Community Consultation

The Planning Consultant Lead is responsible for guiding, reviewing and recommending public engagement. Public engagement sessions will be conducted by the City.

Community and stakeholder engagement is a large component of this project and will shape the direction of the plan.

For the DARP public engagement will be about (Inform, Consult, Involve, Collaborate, Empower):

- Sharing information: providing timely and reliable information that is easy to find and understand;
- Consulting: Keeping the community informed, listening to and acknowledging input, and providing feedback about how public input influences project direction;
- Involving: Working with the community to ensure that their concerns and aspirations are directly reflected in the alternative developed and providing feedback on how public influence has impacted the project;
- Collaborating: Looking to the community for advice and innovation in formulating solutions and incorporating their advice and recommendations into the decisions to the maximum extent possible; and
- Empowering: Implementing what the community decides. This is when decision-making is placed in the hands of the community.

The Contract Managers are open to other suggestions from the Planning Consultant Lead on community and stakeholder engagement activities.

The adoption process of the DARP project will follow all necessary sections of the Municipal Government Act. Specifically Sections 230, 634-638.

8 Deliverables

There are no direct deliverables of the Planning Consultant Lead as a part of this project. The end deliverable will be the adoption by Council of the DARP document by the Contract Managers.

9 Definitions

Throughout this entire RFP, terminology is used that describes the importance of the objectives of each requirement. Terms used in this RFP are defined in this glossary, unless otherwise indicated.

“Alberta Time” means Mountain Standard Time or Daylight Saving Time as provided for in the Daylight Saving Time Act of Alberta.

“Alternate Contract Manager” means the Director of Planning and Development

“Business Day” means 8:00 am to 4:30 pm, Alberta Time, Monday to Friday, excluding holidays observed by the City.

“City” means the City of Camrose.

“Contract” means the written contract between the successful Proponent and the City to provide the services contemplated by this RFP.

“Contract Manager” means the Long-Range Planner for the City of Camrose

“DARP” means Downtown Area Redevelopment Plan

“Evaluation Team” means the group of individuals selected by the City to evaluate Proposals submitted pursuant to this RFP.

“Fixed Unit Price” means is a definite and pre-determined price.

“Mandatory”, “Must”, and “Shall” means a requirement that must be met in a substantially unaltered form in order for the Proposal to receive consideration.

“Planning Manager” means the Contract Manager and Alternative Contract Manager.

“Proposal” means the Prospective Planning Consultant Lead's response to this RFP and includes all the Prospective Planning Consultant lead's attachments and presentation materials.

“Prospective Planning Consultant Lead” means an individual organization responding to this RFP.

“Scope of Work” means the section of this document that describes the Services to be provided under the Contract and the requirements to which the Prospective Planning Consultant Lead must respond to be considered for award.

“Services” means the work performed by the successful Prospective Planning Consultant Lead's Resources pursuant to the Contract.

“Successful Planning Consultant Lead” means the Prospective Planning Consultant Lead to whom this contract is ultimately awarded by the City.

10 Prospective Planning and Development Questions

All questions shall be in writing and directed to the Contract Manager. Inquiries and responses will be recorded and may, in the Contract Manager's discretion, be distributed to all Prospective Planning Consultant Leads. The Prospective Planning Consultant Lead has the responsibility to notify the Contract Manager in writing of any ambiguity, divergence, error, omission, oversight, contradiction, or item subject to more than one interpretation in this RFP, as it is discovered, and to request any instruction, decision, or direction required to prepare the Proposal. For the City to deal effectively with any Prospective Planning Consultant Lead's concern about any term or condition of this RFP, such concern must be communicated to the Contract Manager by the date(s) specified in this RFP. Questions received after the stated date(s) will not be answered. Verbal responses to any inquiry are not binding on either party.

11 Confidentiality and Security of Information

The Prospective Planning Consultant Lead and its Resources shall keep all information strictly confidential concerning the City or third parties, or any of the business or activities of the City or third parties acquired as a result of participation in this RFP. The Prospective Planning Consultant Lead shall only use, copy or disclose such information as necessary for the purpose of submitting a Proposal to the City. The Prospective Planning Consultant Lead shall maintain security standards, including control of access to data and other information, consistent with the highest standards of business practice in the industry.

12 Freedom of Information and Protection of Privacy

The Prospective Planning Consultant Lead acknowledges that the Freedom of Information and Protection of Privacy Act of Alberta (FOIP) applies to all information and records relating to, or obtained, generated, created, collected or provided under, this RFP or the Contract and which are in the custody or control of the City. FOIP imposes an obligation on the City, and through this RFP and the Contract on the Prospective Planning Consultant Lead, to protect the privacy of individuals to whom information relates. The Prospective Planning Consultant Lead shall protect the confidentiality and privacy of any individual's personal information (as defined in FOIP) accessible to the Prospective Planning Consultant Lead or collected by the Prospective Planning Consultant Lead pursuant to this RFP or the Contract. For the records and information obtained or possessed by the Prospective Planning Consultant Lead in connection with or pursuant to this RFP or the Contract, and which are in the custody or control of the City, the Prospective Planning Consultant Lead must conduct itself to a standard consistent with FOIP requirements when providing the Services or carrying out the duties or other obligations of the Prospective Planning Consultant Lead under this RFP or the Contract. The purpose for collecting personal information for this RFP is to enable the City to ensure the accuracy and reliability of the information, to permit evaluation of the Proposal, and for other related program purposes of the City. The Prospective Planning Consultant Lead consents, and has obtained the written consent from any individuals identified in the Proposal, to the use of their personal information in the Proposal by the

City, its employees, subcontractors and agents, to enable the City to evaluate the Proposal, to verify professional standing and to conduct reference checks, if needed, and for other program purposes of the City.

13 Insurance

The proposal should be accompanied by Certificates of Insurance for errors and omissions insurance, and general liability insurance. The Planning Consultant Lead shall provide proof of errors and omission insurance for \$2 million per incident.

14 Conflict of Interest

Prospective Planning Consultant Leads must fully disclose, in writing, to the Contract Manager on or before the closing date of this RFP, the circumstances of any possible conflict of interest or what could be perceived as a possible conflict of interest if the Prospective Planning Consultant Lead were to become the Successful Planning Consultant Lead pursuant to this RFP. The City shall review any submissions by Prospective Planning Consultant Leads under this provision and may reject any Proposals where, in the opinion of the City, the Prospective Planning Consultant Lead could be in a conflict of interest or could be perceived to be in a possible conflict of interest position if the Prospective Planning Consultant Lead were to become the Successful Planning Consultant Lead pursuant to this RFP.

15 Proposal Rejection and Reservation

The City reserves the right to reject the lowest cost Proposal, or any or all Proposals. The City shall not be liable for any costs of preparation or presentation of Proposals. Prospective Planning Consultant Leads shall be responsible for all costs of preparing and presenting the Proposal. The Proposals and accompanying documentation submitted by Prospective Planning Consultant Leads are the property of the City and will not be returned. Proposals shall be final and binding on the Prospective Planning Consultant Lead for acceptance by the City for 60 days from the RFP closing date and time. Prospective Planning Consultant Leads may amend or withdraw their Proposal prior to this RFP's closing date and time by submitting a written notice to the City. All Proposals become irrevocable after the closing dates and times stated within this RFP. The Prospective Planning Consultant Lead may not change Proposals after the RFP closing date and time, unless the Prospective Planning Consultant Lead is requested to do so by the City.

16 Contract Finalization

A Contract shall be entered into between the successful Prospective Planning Consultant Lead and the City. If, in the opinion of the City, it appears that contract finalization discussions will not result in a Contract with the preferred Prospective Planning Consultant Lead within fourteen (14) business days of notification of selection, contract finalization discussions with other Prospective Planning Consultant Lead submitting responsive Proposals may be undertaken.

Prior to contract finalization, the successful Prospective Planning Consultant Lead will be asked to provide the City of Camrose with evidence of professional liability in the amount of \$2,000,000 and general liability insurance in the amount of \$2,000,000 per occurrence. The City is to be named as an additional named insured on the general liability insurance with respect to work conducted by the successful Prospective Planning Consultant Lead or personal resources for this project.

17 Order of Precedence

The RFP (including Supplementary Information) and the Proposal shall form part of the Contract. In the case of conflicts, discrepancies, errors or omissions among the RFP, the Proposal, and the main body of the Contract, the documents and amendments to them shall take precedence and govern in the following order: Main body of the Contract and Schedules thereto; and RFP (including the Supplementary Information); and Proposal.

18 Contractual Warranties

Claims made in the Proposal shall constitute contractual warranties. The City may include in the main body of the Contract, and any schedules thereto, any provisions in the Proposal.

19 Standards of Care

The Proponent shall perform the Services with reasonable skill, care and diligence and in accordance with the standards of care practiced by leading suppliers of services similar to, or the same as, the services described in the Contract.

20 Evaluation Process

The Evaluation Team will evaluate Proposals in the sequence identified below. During the evaluation process, Prospective Planning Consultant Leads may be required to provide clarifications to statements made in their Proposals.

21 Screening

Upon receipt of Proposals, the Evaluation Team will screen each Proposal to ensure the Prospective Planning Consultant Leads compliance with a subset of the Mandatory requirements of this RFP. The Evaluation Team will determine the acceptability of any deviation. When an alternative approach is proposed to either a Mandatory or desirable requirement, the Evaluation Team will decide on the acceptability of the alternative.

22 Rating

The Evaluation Team will utilize specific evaluation criteria to rate various requirements for evaluation purposes. Subject to the requirements of FOIP, such ratings shall be confidential, and no totals or scores of such ratings shall be released to any party.

23 Short-Listing

In the event that two or more proposals are received that are found to be effectively equal in ratings, the City may require the Prospective Planning Consultant Lead to conduct a short-list presentation. Short-list presentations shall be made at no cost to the City.

24 Evaluation Criteria

Submissions for the RFP will be evaluated based on criteria within the following categories. Weighting percentages are as follows:

<u>RFP Evaluation, Criteria and Weightings</u>	
Understanding of Project Scope	10%
Company Profile, Suitability for the Project, Previous Relevant Experience and References	40%
Creativity and Innovative Approach	20%
Schedule	10%
Fees	20%

Proposal evaluations will be conducted by the Evaluation Team.

25 Replacement of Personnel

Replacement of proposed Personnel(s) will not be permitted unless mutually agreed upon.

26 Submission of Proposals

In responding to this RFP, your attention is drawn to the following:

A cover page, signed by an authorized representative of the Prospective Planning Consultant Lead, is to be included as the first page of the Proposal. Proposals received unsigned prior to the RFP closing date(s) and time(s) will be rejected. Signed or unsigned Proposals received after the RFP closing time(s) will not be accepted and will be returned unopened to the sender. Proposals may be delivered by hand, courier or mail. Proposals will not be accepted by electronic mail. Ambiguous, unclear or unreadable Proposals may be cause for rejection. The Proposal should be presented in a clear concise manner following the recommended Proposal Format. Proponents must submit a minimum of two (2) original bound copies plus one (1) digital copy of the Proposal in a sealed envelope. In

the case of conflicts or discrepancies between the paper form and the electronic media, the paper form of the Proposal shall govern. Proposals by facsimile will not be accepted. Proposals must be clearly marked and addressed as follows:

City of Camrose
ATTN: Contract Manager, Francisca Karl, Long- Range Planner
5204 - 50 Avenue
Camrose, AB, T4V 0S8
RFP – City of Camrose Downtown Area Redevelopment Plan

If hand delivered, Proposals must be delivered to the Camrose City Hall, located at 5204 – 50 Avenue in the City of Camrose (2nd Floor).

All proposals must be received by Friday, July 21, 2:00 PM, Mountain Standard Time.

27 Proposal Format

Submissions of the RFP should be structured and have the contents as specified in this section:

RFP Proposal Format

- Cover page, signed by an authorized representative of the Prospective Planning Consultant Lead;
- Disclosure of any conflicts of interest or perceived conflicts of interest;
- Detailed narrative outlining project understanding;
- Description of proposed work methodology;
- Corporate Information, Technical Competence and Capability of the Prospective Planning Consultant Lead's Organization in delivering on projects of similar scope;
- Makeup and Qualifications of personnel that are planned to be used on this project, including those of any sub-consultants (resumes to be included);
- Description of prior relevant experience on similar projects, including references, of the Organization, Key Personnel and available resources (both internally and externally);
- Proposed project schedule, including key milestones;
- Details of person allocation;
- Copies of any documents outlined in the Mandatory Documents section of this RFP;
- Narrative outlining any assumptions made in the Proposal;
- Clarification of any items which have been excluded from the RFP that may be perceived by the City to be part of this project.

28 Pricing

- Proposed budget and fee basis, clearly separating \$ per person hour. Costs should include as applicable:
 - Professional fees
 - Equipment fees
 - All necessary presentation material
 - Disbursements, including the cost of printing and delivering reports, drawings, tender documents and related items
 - Expected third party work that may be required outside of the Prospective Planning Consultant Lead's fee structure
 - A matrix should be included identifying the commitment of the Prospective Planning Consultant Lead and the associated fees for each major task;
 - Fees for optional services which add value to the Scope of Work should be identified as separate items;

Pricing is to be submitted in the form of a lump sum for the overall project. Rates shall be in Canadian funds, and all-inclusive for the Resources(s) to perform the Services specified in the Scope of Work section of this document. The

proposal of any options and/or optional services (as applicable) shall be clearly identified in lump sum or hourly rates. GST shall be noted separately of any unit or lump sum rates.

29 Mandatory Documents and Professional Accreditation

- A valid professional designation, including membership in the Alberta Association of Professional Planners (APPI) and Canadian Institute of Planners (CIP), shall be kept updated throughout the duration of this contract. Proof of certification should be included in the proposal in the forms of a certificate or letter of good standing from the accrediting association. Non accredited Planning Consultant Lead shall provide a copy of their degree as proof of education in their field of expertise.
- Accreditation/certificate with IAP2 is required for the stakeholder and public engagement portion of this project.
- A Letter of Account for the Prospective Planning Consultant Leads Compensation Board (WCB) coverage

30 Opening of Proposals

Proposals submitted in response to this RFP will be opened by the City of Camrose after submission. Prospective Consultant Leads and members from the public will not be permitted to attend the proposal opening for the RFP. The expected time for evaluation of the tenders is five (5) working days, this may be extended if there arises any clarifications required or in the event of two or more proposals found to be effectively equivalent.

31 Corporate References

The Prospective Planning Consultant Lead must provide a minimum of three (3) references from customers who have contracted with the Prospective Planning Consultant Lead or similar services.

Each reference should include at least the following information:

- The reference company's name;
- The reference company's address;
- The reference company's telephone number;
- The name and title of a person who may be contacted at the reference company; and
- Detailed description of the scope of completed work.

The City reserves the right to contact these references, or any other references known to the City, without prior notification to the Prospective Planning Consultant Lead.

32 Closing Comments and Supplementary Information

The information contained in this RFP is supplied solely as a guideline for Prospective Planning Consultant Lead. While every reasonable attempt has been made to ensure its accuracy, the City does not guarantee or warrant its accuracy, nor is it necessarily comprehensive.

33 Information Available for Review

- Approved Project Management Plan – Downtown Action Plan Re-write
- City of Camrose Downtown Action Plan
- City of Camrose's Municipal Development Plan
- City of Camrose Municipal Sustainability Plan
- City of Camrose Land Use Bylaw 2880-16
- City of Camrose Transportation Master Plan
- City of Camrose Green Space Master Plan
- City of Camrose Arts and Culture Master Plan

END OF DOCUMENT

Project Management Plan

Downtown Area Redevelopment Plan (DARP)

Created by: Francisca Karl, Aaron Leckie

Date: June 2017

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1. Project Scope Statement

1.1. *Project Justification*

Statutory documents, like the City of Camrose Downtown Action Plan (DAP), should be updated regularly (every 4 to 5 years) to ensure that the plan best represents the

municipality's vision and goals. The current DAP was adopted in March of 2007 and has not had any updates (minor or major).

Since the DAP adoption there have been many changes to downtown. The frequency of events, change in how commercial space is used, increase in residential development, and increase in vacant or underutilized lands have all had an impact on how the DAP is understood and implemented. The vision and goals of the DAP may not match the vision and goals of Council, Administration, downtown business owners, developers, other stakeholders, and the citizens of Camrose.

The City of Camrose Council Strategic Plan (2014-2018) discusses the overarching strategic priorities over the next five years, one of which includes developing and/or updating municipal policies and long-term plans. A strategic initiative further discussed under the Environment, Land, & Infrastructure pillar is the adoption of an Economic Development Strategy and Development Plan for the Downtown Core.

1.2. Project Purpose

A new Downtown Area Redevelopment Plan (DARP) will replace the existing DAP. At a minimum, the DARP will address pedestrian movement, land use, physical development, transportation and parking (access and loading), future build out, heritage preservation, public realm, sustainability, economic development, gateways and wayfinding features, architectural design, design policies, and actions for all areas that fall within the Plan area.

The new DARP will guide public and private development downtown over the next 25 years to ensure that downtown continues to evolve into a place for residents and visitors. The intended use is to help guide and influence the physical, social, environmental and economic conditions of the downtown area, and to ensure that a sustainable, balanced approach to growth is considered. Most importantly, the DARP will have clear, realistic, and achievable implementation targets, something that is absent from the DAP. At a minimum, these should be reviewed every 5 years to adapt to new community needs.

1.3. Current Issues

Planning & Development understands the current issues with the DAP:

1. DAP is missing a vision statement that would allow developers and the community to understand the goals over the next 25 years.
2. DAP doesn't discuss regional context of Camrose.
3. Lack of diagrams and graphs that include more detail on place, zoning, etc.

4. DAP doesn't discuss scope of the document.
5. Limited public consultation (only one workshop and two open houses were held).
6. Lack of in-depth information regarding all City policies that apply.
7. Design guidelines are not a major component of the current DAP and should be in the DARP but there are the following issues with the current design guidelines:
 - (a) Design guidelines have few supporting images
 - (b) More detailed density information is needed
 - (c) Missing the importance of public realm information and how to create good public realm spaces
 - (d) More detail needed on each component of design
 - (e) Missing more detailed information about heritage buildings
 - (f) Missing background information on the Alberta Main Street Program
 - (g) Missing detailed parking strategy
 - (h) More detail is required on streetscape
8. Implementation section is quite vague. Suggest an initiative, timeline, and funding chart similar to the Augustana Neighbourhood Area Redevelopment Plan.
 - (a) Should discuss phasing, how local improvements work
 - (b) Should include pictures of build-out and aspects of build-out
 - (c) Should consider to use of incentives to encourage development downtown

1.4. High Level Project Framework

The purpose of the DARP is to create a plan that is more consistent with the needs of business owners, developers, and the community in general. It will provide a vision to encourage and foster development of an attractive, vibrant, pedestrian-friendly and economically resilient downtown. The DARP is intended to be prepared as an Area Redevelopment Plan for the review and adoption of Council.

The intent of the plan is to provide a framework and supporting policies that will guide:

1. Future public and private investment in the short term (within 5 years), medium term (6-10 years), and long term (11+ years),
2. Provide guidance on applications within the Plan area; and
3. Support and implement other city strategies including but not limited to the Municipal Development Plan, Municipal Sustainability Plan, Land Use Bylaw, Green Space Master Plan, Arts and Culture Master Plan, and Transportation Master Plan.

1.5. Product Scope Description and Acceptance Criteria

The deliverable and acceptance criterion of the DARP project is a Bylaw that will be passed by Council. Additional supportive studies such as the Downtown Parking Strategy or Transportation and Parking Analysis, Retail Market and Gap Analysis, Fiscal Impact Analysis (FIA) and other supportive studies, will not be delivered as a Bylaw but form part of the acceptance criterion for Administration.

Provide project management to supportive studies.

Role of Downtown: Downtown Camrose has the opportunity to be a unique, walkable, and attractive community. The Downtown plays a vital role in both enhancing the quality of life of Camrosians and the community's economic vitality as a central hub to the larger region.

Through the public engagement process we will be able to better refine the role, vision and guiding principles of the new DARP.

Vision:

- Well designed
- Accessible
- Vibrant and interactive year round
- Livable
- Beautiful
- Destination

Guiding Principles:

- Retain, expand and attract businesses that provide jobs, sustain investment and brings new wealth to the community
- Encourage more mixed use development and infill of existing properties (sensitive infill to existing)
- Create a safe, attractive and comfortable pedestrian environment

The acceptance of the DARP Bylaw will potentially be presented in an order similar to the Potential Plan Layout and Sections.

Potential Plan Layout and Sections

Introduction chapter

- *Context*
- *History of Downtown/role of downtown*
- *Purpose of the plan rewrite*
- *Plan boundaries and plan preparation process*
- *Existing conditions and opportunities*

Plan Vision, objectives and goals

Physical and social analysis

- *Demographics / Land use*

Policies Chapter

- *TMP Policies*
- *Sustainability Policies*
- *Parking Strategy*
- *Fiscal Impact Analysis*
- *Retail Market and Gap Analysis*
- *MDP*
- *MGA*
- *Other relevant documents*

Current infrastructure analysis Chapter

- *Road ways / Curbs*
- *Storm water*
- *Sidewalks*

Public engagement and consultation Chapter

- *Resident survey*
- *Business survey*
- *Social media*
- *Open house*
- *Workshop*

Design Guidelines Chapter

- *Background*
- *Buildings and site design*
- *Street and sidewalk environment (public realm)*
- *Features of the plan*

Implementation Chapter

- *Short term changes and implementation steps*
- *Long term changes and implementation steps*
- *Development phasing suggestions and steps*
- *Incentives (IF NEEDED) – this would discuss how they work and why they are implemented*

1.6. Project Objectives

Some of the main project objectives for the DARP after implementation of the plan will be:

- Increased investment in the downtown
- Reduced vacancies in existing buildings
- Increased investment in current structures
- Increased value of building permits
- Addition of new structures
- Lower vacancy rates and underutilized land available

*most of these objectives are based on the City remaining economically resilient and marketed through Economic Development to Alberta and across Canada.

1.7. Project Constraints

Some of the potential project constraints that could affect timelines are:

- Timelines required for consultants to undertake the necessary work for additional studies.
- Feedback from the community or community attendance at public engagement sessions during the summer months.
- Work within the approved budget and change order approval process.

1.8. Project Assumptions

The project assumptions to complete the DARP are:

- 1) That work remains steady and there are no immediate redistricting's, road closures, or development projects that cause the Planning Department to re-prioritize and postpone aspects of the DARP.
- 2) That Planning and Development has the resources, training and capacity to manage this project successfully.
- 3) That public engagement is roughly in-line with the expectations discussed in section 1.1.
- 4) That sub-committees and project team members can meet their deadlines.
- 5) That the Planning Department has properly planned for the anticipated the likely changes to the MGA.

1.9. Project Configuration Management Requirements

The scope of work is determined for large projects like the DARP through a detailed analysis of current plans and studies, goals, outcomes and challenges and opportunities. However, often times until the project has been started and public and stakeholder engagement has commenced it is hard to anticipate other additional scopes of work that need to be considered for the preparation of the final document. The same occurs for additional studies we request consultant support for. Each major long-range plan has its own unique set of challenges.

As Council has already identified the DARP as an important project and has approved the funding and initial timelines for this project, minor scope changes and minor increases in expenses will not be going back to Council for approval.

Updates on the project will be provided to the City Manager verbally at weekly meetings with a more detailed update given to the City Manager on a monthly basis.

Minor scope changes will be reviewed by the Internal Review Team with the Project Managers providing final direction. Any scope changes over **(omitted for RFP circulation)** is considered a major scope change as per the contingency budget and will require approval from the City Manager and/or Council.

Major scope changes will be reviewed first by the Internal Review Team then by the Project Managers to determine the priority of the proposed major scope change. Should the Project Managers deem this to be a priority the City Manager will then be informed and asked to provide further direction and instruct if Council needs to be consulted.

1.10. Other Supporting Details

Supportive Studies required to help inform the DARP:

A Downtown Parking Strategy or Transportation and Parking Analysis: This strategy will provide strategies to manage the parking that currently exists in downtown and to potentially accommodate additional parking needs as the downtown grows. This strategy will incorporate stakeholder input, best practices research, and recommendations by the City's Engineering Department. The Transportation Master Plan may provide some guidance in this area.

Retail Market and Gap Analysis:

- Assess, on a quantitative and qualitative basis, the existing retail-commercial infrastructure and arts and entertainment that downtown may or may not have;
- Assess downtown Camrose retail and service provision strengths, weaknesses, opportunities and threats from the perspectives of the business community and local residents;
- Analyze changes in Camrose retail-commercial uses over time;
- Assess and identify the level of entertainment market support, absorption and general content for entertainment type uses;
- Review the local & regional markets, its competitive influence & relevant trends;
- Identify merchandising gaps in downtown Camrose and the rest of Camrose;
- Forecast market demand for key retail categories in Camrose in terms of sales volume and warranted building floor area, based on population and expenditure data; and,
- Develop strategies to strengthen the downtown core for retail-commercial and entertainment uses.

Fiscal Impact Analysis (FIA): A downtown FIA provides a strong foundation for assessing future development downtown as it relates to expenditures and revenues. This study will consider tax assessment, capital projects, municipal servicing, asset management and maintenance, and potentially soft services like fire and policing.

Other potential studies or policies that would enhance downtown:

- Public Art Policy
- Beautification program or incentive
- Signage and Wayfinding Strategy
- Infrastructure Analysis
- Green Space / Tree Health Assessment
- Heritage Inventory Expansion

Other supporting documentation that will need to be taken into consideration for the DARP are:

- Municipal Development Plan
- Municipal Sustainability Plan
- Land Use Bylaw
- Green Space Master Plan
- Arts and Culture Master Plan
- Transportation Master Plan
- Development Standards (1994)

2. Project Time Management

2.1. Approval Requirements

In September 2016, Council approved Administration to undertake the DARP for 2017 and 2018. Administration will not be requesting additional approval for anything related to the DARP unless funding becomes an issue or scope changes are requested.

Administration will be requesting Council and other internal and external groups to review the draft plan before the final plan will be presented to Council for approval.

The major deliverables for this project are:

1. Public engagement plan
2. Social media plan
3. Business survey
4. Supportive studies RFP's and completed reports
5. Approved plan
6. Implementation of approved plan

2.2. Schedule

Phase One: Project Initiation

- Background review
- Research other municipalities
- Research what makes a great place, great street, great neighbourhood
- Planning Consultant Lead: RFP to provide project managers with oversight and management of the DARP

Phase Two: Community and stakeholder engagement (Visioning)

- Survey for the community
- Survey for business owners
- Workshop
- Open House
- Social Media Plan
- Finalize vision, goals, and objectives

Phase Three: Data Collection (RFP's)

- Prepare RFP's for additional studies
- Provide project management to supportive studies

Phase Four: DARP Preparation

- Text and concept development
- Circulation of draft to internal and external agencies

- Final calls for changes to the draft

Phase Five: Project Closure

- Present plan to Council for approval
- Future implementation of the plan:
 - Allocation of resources
 - Integration into Department Plan and PDRs
 - Budget submission process

GANTT Chart is attached in a separate document.

2.3. Milestones

Milestone	Date
Background research/history/other municipalities/review of internal documents	May 30, 2017
Refine steering groups.	May 30, 2017
Contract with a Planning Lead	June 30, 2017
Public Engagement (Visioning) Focus Group, Design Charrette, open house etc.	July 28 to October 31, 2017
Social media communication plan (website, Facebook, twitter, presentation boards etc.)	May 1, 2017 to August 31, 2017
Conduct a business survey	July 28, 2017 to October 31, 2017
Requests for supportive studies	October 31, 2017
Public engagement – Did we get it right?	September 30, 2017
Write draft plan	February 28, 2018
Public review of draft plan	April 30, 2018
Public Hearing of Council	September, 30, 2018

3. Project Cost Management

3.1. Fund Limitation & Initial Cost Estimate Discussion

(Omitted for RPF circulation)

As this is early in the project identification a 20% contingency was selected.

There are additional studies the City would like in addition to the three main studies identified below, however with funding constraints these additional studies may need to be done at a later time or through public engagement it may be found that these studies are not required at all. Internally the City is working on several of these additional studies however; these studies are not specific to downtown Camrose.

3.2. Cost Estimating

The breakdown of costs below per study below is based on the understanding of what we typically expect each study to produce. Also, consultation with several contacts confirmed these rough costs to be appropriate to the scope of work required for the DARP.

(Several lines omitted for RPF circulation)

Item	Cost Estimate
Downtown Parking Strategy Study	
Retail Market and Gap Analysis Study	
Fiscal Impact Analysis (FIA) Study	
Public Engagement (project boards, surveys, room rentals etc.)	
Planning Consultant Lead	Included in above items
Incentives (in-house)	null
Total of cost estimate of items above:	
Contingency (if required, explain basis)	
Total cost estimate (with contingency):	

3.3. *Budgeting*

The DARP was approved by the Finance Committee and Council as a multi-year project. Budgeting was spread out over 2016-2018 to reduce the impact on the levy.

3.4. *Baseline*

(Several lines omitted for RPF circulation)

Task	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 Q1	2018 Q2	2018 Q3	2018 Q4
Downtown Parking Strategy Study								
Retail Market and Gap Analysis Study								
Fiscal Impact Analysis (FIA) Study								
Public Engagement (project boards, surveys, room rentals etc.)								

4. Project Quality Management

4.1. *Project Quality Plan*

The following team members will be responsible for providing quality control through the reviews listed below:

Project Manager (Director of Planning):

- Design Review
- Layout Review
- Timeline Review

Planning Consultant Lead:

- Policy Implementation Review
 - Design Review
 - Engagement Review
 - Coordination Review (other City plans)

5. Project Human Resource Management

5.1. *Initial Project Organization*

Potential Project team members

1. Planning Lead

Role: This role will be filled through an RFP process. The Planning Lead will have experience in working as a “project manager” on large projects in smaller municipalities and will be able to provide planning expertise and guidance throughout all of the different phases until completion of the DARP project. The Planning Lead will work primarily with the Director of Planning and Long Range planner.

2. Internal Review Team

Role: The role of the Internal Review Team is to review drafts, input provided by the community, provide insight to additional studies required and review of the materials provided through additional studies. As well this team will provide technical support in regards to mapping, incentives ideas, and land use concepts. Additional members may be added on an as-needed basis. External consulting will be responsible for reporting to the Internal Review Team.

- Director of Planning
- Long Range Planner
- Senior Development Officer
- Director of Community Development and Innovation
- Director of Engineering
- Community Services
- Communications Coordinator
- Director of Community Development and Innovation
- GIS Technican
- General Manager of Finance and Asset Management

3. External Stakeholders

Role: Provide advisory and guidance on general principles and issues emerging. This is a group that has a strong understanding of how policy decisions have impacts on development, business, and opportunity.

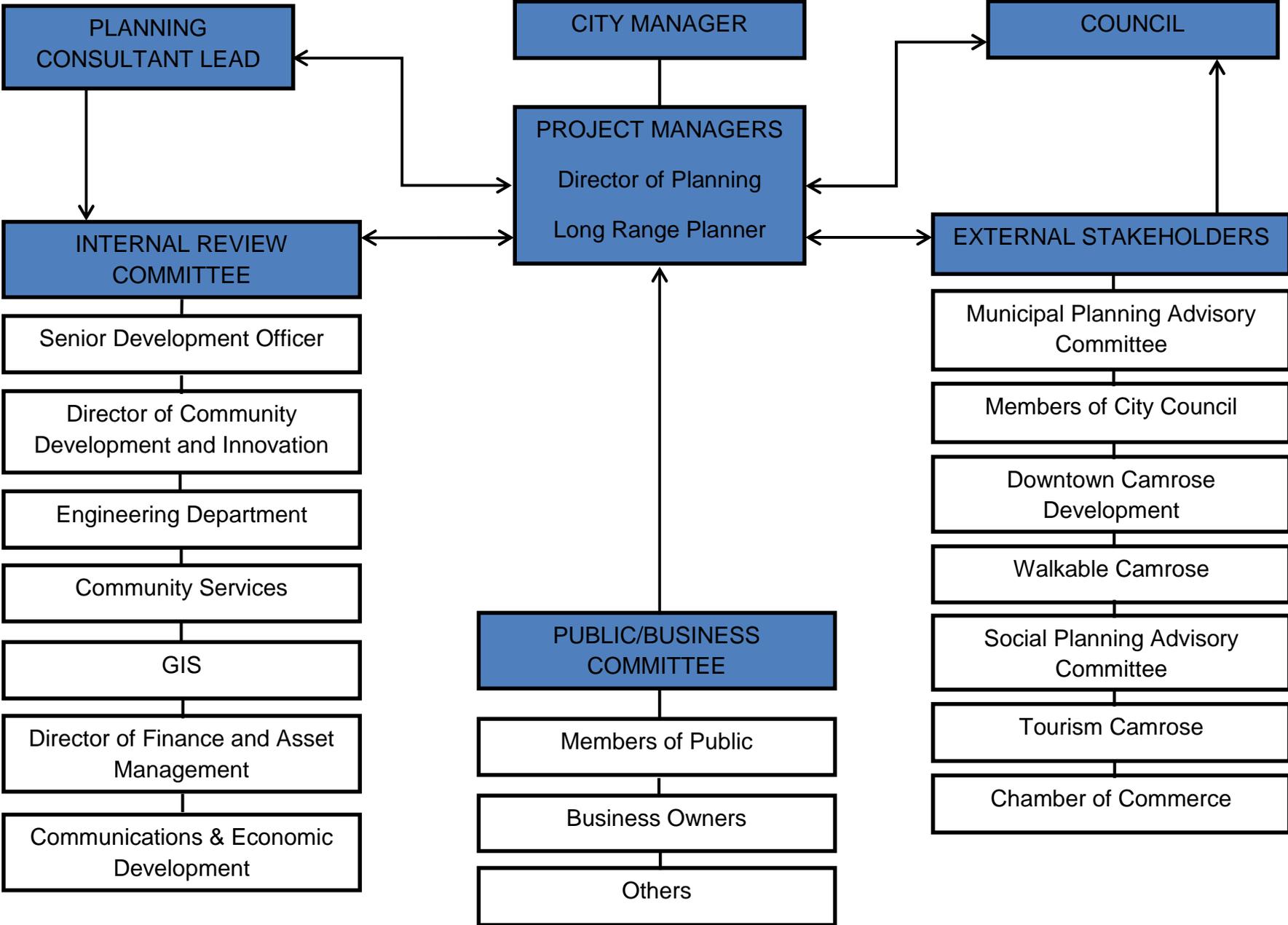
- Municipal Planning Advisory Committee
- City Councillors
- Downtown Camrose Development
- Walkable Camrose
- Social Development Committee
- Tourism Camrose
- Chamber of Commerce
- Etc.

4. Public/Business Committee

Role: Constant engagement with the public and businesses will be key to the success of the DARP. This group would be responsible for providing general comments, guidance, and input into the planning process. A large component would also be to generate ideas and project themes downtown for evaluation by the other committees

- Members of public
- Business owners
- Others?

5.2. Project Organizational Chart



6. Community and Stakeholder Consultation

Community and stakeholder engagement is a large component and will shape the direction of the plan. The Community and Stakeholder Consultation will also require a communications plan.

For DARP public engagement will be about (Inform, Consult, Involve, Collaborate, Empower):

- Sharing information: providing timely and reliable information that is easy to find and understand;
- Consulting: Keeping the community informed, listening to and acknowledging input, and providing feedback about how public input influences project direction;
- Involving: Working with the community to ensure that their concerns and aspirations are directly reflected in the alternative developed and providing feedback on how public influence has impacted the project;
- Collaborating: Looking to the community for advice and innovation in formulating solutions and incorporating their advice and recommendations into the decisions to the maximum extent possible; and
- Empowering: Implementing what the community decides. This is when decision-making is placed in the hands of the community.

Communications Plan:

- Social media: Facebook, Instagram, Twitter, City Webpage, Local Newspaper (Stage: Inform and consult)
- Survey: Business and resident survey (Stage: Consult, Involve and Empower)
- Public Meetings: open houses, public hearing (Stage: Inform, Collaborate, Involve, Empower and consult)
- Updates on the project will be provided to the City Manager verbally at weekly meetings with a more detailed update given to the City Manager on a monthly basis.

Community Survey (preliminary questions)

- Why do you go to downtown Camrose?
- How often do you go to downtown Camrose?
- What's your BIG idea for the area?
- What is your favorite thing about Main Street?

- What do you think makes downtown Camrose great?
- What do think downtown Camrose is missing?
- What do you think the 3 most challenging issues are facing downtown Camrose today?
- What do you imagine a successful downtown Camrose looking like in 25 years?
- What type of infill do you prefer to see in the downtown area? (show examples)
- Which streetscape do you prefer to see on these streets in downtown Camrose? (show examples)
- Where would you prefer to see density?
- Explore the idea of one way streets
- How do you envision the role of the City to encourage more development downtown? (split costs with developers, developer pays all, city pays all, or incentives)

Business Survey (Retail Market Gap Analysis):

- How do you currently like the feel of downtown Camrose?
- What do you feel downtown Camrose is currently lacking?
- What opportunities do you see in downtown Camrose?
- How can downtown Camrose better attract and retain businesses?
- What do you feel are the biggest challenges businesses in downtown Camrose face?
- What do you envision the future of downtown Camrose looking like in 5 years? 10 years? 25 years?
- Local improvements and potential timelines expectations
- Business development and challenges
- Residential development
- Challenges?
 - Parking spaces
 - Storefront appearance
 - Accessibility

Pop up Information Collecting Sessions: These will happen between mid-June till the beginning of September. Possible locations:

- Downtown Farmer's Market
- Founders Day
- Library
- Recreation Centre
- Canada Day Celebrations

- Booth at the Pocket Park
- BVJ Parade
- Camrose Cruisers Car Show
- Camrose Street Performers Festival

A Public Hearing, pursuant to the requirements of the Municipal Government Act to consider to adoption of the ARP bylaw

7. Project Communications Management

7.1. Project Stakeholders

7.2. Communications Plan

Communication channels between team members (internal) and stakeholders (external).

From	To	What	How	When
Project Managers (Director of Planning & Long Range Planner)	City Manager	Updates	Verbally and e-mails	At weekly Management Team meetings, once a month sit down, and as major scope changes arise
Project Managers (Director of Planning & Long Range Planner)	Planning Lead	Expertise to guide phasing to completion of the project	Contract work	Monthly initially, Weekly during execution
Project Managers (Director of Planning & Long Range Planner)	Internal Review Team	Insight into additional studies, review of project proposals, and technical support	Email & Face to face meetings	Monthly initially, Weekly during execution
External Stakeholders	Project Managers	Input into policy impacts on development, business and opportunity	Email & Face to face meetings	Monthly initially, Weekly during execution
Public and business committee	Project managers	Ideas, themes and other project input required	Email & Face to face meetings	Weekly during execution
Project Managers	Communications	Updates to website and other social media	Email & Face to face meetings	Monthly initially, Weekly during execution

8. Project Risk Management Plan

8.1. *Initial Defined Risks*

Some of the potential project risks and constraints were outlined in section 1.7 of this document.

Modernization of the Municipal Government Act: Currently, the Province of Alberta is updating the Municipal Government Act. Municipalities have been kept updated on the proposed changes however, since nothing has been approved through legislation unexpected changes could occur that would impact this projects completion or completion timeline. Other major projects may come to the forefront impacting the timeline completion of the DARP.

Municipal election and changing directions: This fall the City of Camrose will be going through a municipal election. DARP has been approved as an important project under the current Council's agenda. However, with the potential changes at the Council level, newly elected Council may choose to change the priority of the DARP.

Timelines required for consultants to undertake the necessary work for additional studies: The summer months are often fairly busy for consulting firms to carry out work for municipalities. The timelines requested for this project, in conjunction with the timelines proposed for each additional study required by a consultant, were carefully considered based on the current DAP and the future goals of the DARP. The scope is usually determined at the RFP stage, however consultants often add additional recommendations into proposals that would help increase the value of the final product that can additional value to the DARP. However, until the RFP has been issued it is hard to determine what timelines the consultant can work within even with project recommended timelines.

Feedback from the community or community attendance at public engagement sessions during the summer months: The majority of the community and stakeholder engagement for this project will be completed during the 2017 summer months. As this time tends to be busy for most with vacation plans, the project management team may need to change or add different modes of engagement in order to attain the information form the public that is required to complete this project. This project will have a communications plan in addition the proposed community and stakeholder engagement activities.

Requests for additional funding for unexpected last minute expenses for additional work or studies required: The proposed additional studies identified in this Project Management Plan were identified in the early stages of preparation of this project by identifying the major gaps in the current DAP and current in house planning expertise. However, as each plan is unique, other additional work or studies may come

to light that need to be completed to ensure the DARP is as detailed orientated and current as possible in order for it to be a statutory document.

Other risks may come up as the project continues to move forth that are not identified above.

9. Project Procurement Management

9.1. *Anticipated Procurement Requirements*

Additional studies required for completion by a consultation for the DARP, will see proposals from qualified professionals through a Request for Proposals (RFP) written and posted externally by the Internal Review Team. Typically this RFP will require the proposal to include very detailed information on pricing, manpower allocation, timelines, fit for the project, methodology, understanding the scope of work, conflicts if any exist, proof of professional accreditation and references. The RFP will outline the evaluation criteria and how short listing works.

Once a consultant has been chosen and the details of the project scope have been agreed upon, the contract is typically prepared by the consultant and will be reviewed by the Internal Review Team prior to signing.

9.2. *Procurement Management Plan*

Procurement will be managed by the Internal Review Team, following the Procurement Policy, based on a case by case basis.

Preferred Labor Suppliers

Labor Requirement	Contract Type	Preferred Supplier
Drafting of Ad	N/A	Camrose Booster

Preferred Material Suppliers

Material	Contract Type	Preferred Supplier
Project Boards	N/A	C.J Signs
Event Venue	N/A	To be determined
Supplies (sticky notes etc.)	N/A	Staples

10. Municipal Research: Downtowns

Purpose / Reasoning: Seeing what other municipalities, of similar size and climate, have incorporated into their plans allows municipalities currently in the process of redoing plans to learn, streamline, and potentially implement some of the same practices (e.g. incentives). Each downtown is unique to its municipality however, researching other areas allows for municipalities to better gauge what works and what doesn't, when, where and why. Best practices of downtown plans are very similar across the board, changing slightly by location, demographics and size.

Criteria: The downtowns chosen to be included in this list were chosen with the following criteria:

- Population size: The majority of the places researched and chosen to be included in this document are of a similar size to Camrose (18,069).
- Climate: Camrose climate is classified as Humid Continental Climate on the Koppen Climate Classification. Municipalities with great downtowns included in this list were chosen for their similar climate to Camrose (precipitation & temperature).
- Municipalities with recently adopted downtown plans (past 5-10 years).

Goals:

- See what other municipalities are doing
- Understand what works and what doesn't
- What can we use/implement in our downtown plan
- Understanding the before and after
- Seeing unique and forward thinking ideas
- Better understanding of some of the issues we have with our plan and what other municipalities have done to overcome those issues

What makes a great street?

- Pedestrian scale
- Can be used by all safely
- Provides shelter
- Provide proper signage for destinations and connectivity

What makes a great neighbourhood?

- Encourages human interaction and social activities
- Has a memorable character
- Mix of uses
- Connectivity
- Activities to support everyday life (parks, stores, schools, common streets)
- Proximity to different parts of town
- Architectural appeal

What makes a great downtown?

- Lively
- Diversity
- Active
- Engaging
- Sense of place
- Destination
- Open to everyone and has something for everyone
- Walkable / accessibility
- Density
- Quality design
- Has places of refuge
- Green spaces (civic space, pocket park)
- Streets and alleys are engaging spaces
- Creative corridors (public art, interactive features for everyone)
- Outdoor seating
- Bike racks
- Mixed uses (restaurants, banks, etc.)
- Ownership of sidewalks (business feel comfortable placing tables and signage on sidewalks to draw customers in)
- Includes history and heritage

What is similar?

- Plans have created great public realms
- Accommodation of all users
- Protecting already existing natural and historical features
- Designated green spaces
- Plans included a parking strategy and urban design plan
- Encourage diverse uses
- Has a unique and special character
- Promotes interaction
- Implementation of street furniture and other decorative/practical items to increase the visual complexity of the area (decorative lighting, signage, different materials etc.)
- Re-designed the roadway to make the area feel more accessible and pedestrian friendly (parking angles, parking on one side of the street, wide sidewalks etc.)

What is different?

- Some plans identified key areas in the vicinity of the downtown in order to better understand destination areas, connections and how they relate to one another. Whereas, other plans strictly focused on the downtown area.
- Public engagement methods and amounts were very different between the plans. Some had a lot of public engagement and some very little with different methods. This could be due to demographics and size of the municipality.

- Parking in the downtown was addressed very differently throughout the plans researched. Some municipalities adopted angled parking, some parallel, some had a mix, some banned parking for several blocks, some had metered parking, and some had parking on one side of the street in areas and not on the other side. One example also banned parking and through traffic completely.
- Design policies between the plans differed slightly. Some focused more on streetscape and the public realm and others focused more on economic viability and attraction of new business. Some also took significant interest in the historical preservation of downtown. (these were driven by the guiding principles and vision)
- Some of the plans were completely spearheaded by the downtown business association whereas others were spearheaded by the municipality with the help and direction of a planning consultant.

What are we trying to accomplish? By researching what other municipalities are doing we are trying to find out what makes a great street, a great area and a successful neighbourhood. Researching municipalities that are similar in size and climate to Camrose allows us to better understand the challenges and opportunities that may exist in our downtown and the steps to overcome these challenges. For example, winter cities face different challenges than summer cities in regards to snow clearing, use of outdoor space and activities.