

## Franklin, Yvonne

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**From:** Dent, Shelley  
**Sent:** 2012 February 29 5:25 PM  
**To:** Schwanzenberger, Stan; Lupton, Judy; Green, Niki  
**Cc:** Logan, Stephanie  
**Subject:** Stadium Shopping Centre project recommended approach and next steps

**Importance:** High

Based on discussions with Stan, Judy and Niki, the following approach is recommended for the Stadium Shopping Centre project:

**Deliver the Stadium Shopping Centre project to align with developer and community expectations while improving upon clarity and transparency of existing processes and roles within customer focused timelines.**

The approach will need to be:

- Hybrid (existing planning approach merged with a strategic project approach)
- Agile and continuous improvement focused (adaptive)
- Collaborative (internal and external)

### Proposed next steps:

- 1) Complete the visioning sessions –**
  - a. Share SWOT findings internally
  - b. Prioritize internal SWOT items
  - c. Develop key project objectives internally
  - d. Conduct similar sessions with external stakeholders and prioritize
  - e. Assess alignment opportunities among all stakeholders
  - f. Communicate the vision and objectives with all stakeholders
  - g. Establish a stakeholder engagement plan
- 2) Determine the value chain and functional areas within the chain**
- 3) Identify critical tasks and touch points**
  - a. Within functional areas of the chain at The City's (Planning, Transportation, Parks, etc)
  - b. For the Developer
  - c. For the Community
- 4) Identify barriers and issues to critical tasks**
  - a. Undertake a collaborate approach to resolve the barriers; escalate as required
- 5) Develop a project plan and timeline**
  - a. Identify review points
  - b. Identify feedback mechanisms
  - c. Develop a joint stakeholder group to convene when problem solving/adjustments are required
  - d. Identify variance limits i.e. if an item extends 1 week past deadline does it require intervention?
- 6) Develop robust Communication and Stakeholder Engagement Plans**
- 7) Work and manage the plans**

### Critical Success Factors:

- Internal buy in – to the approach and the project vision and objectives
- Stakeholder engagement (internal and external)
- Management support (reinforce the approach, share the vision and model change competency)
- Director level sponsorship and communication

- Project lead external to the primary business area

**Risks:**

- Stakeholder expectations
- Internal change readiness
- Resourcing?

**Related Projects:**

- DP Prime
- Corporate Growth Management Team - . The Framework for Growth and Change?
- Others?

**Actions from Vision session #1 due end of this week:**

- Collate the information
- Develop initial key messages
- Confirm approach with management (Stan, Niki and Judy)

**Shelley Dent**

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