



June 10, 2020

Mayor Nenshi and City Councillors
P.O. Box 2100, Station M
700 Macleod Trail South
Calgary, AB
T2P 2M5

Re: Green Line

Dear Mayor Nenshi and City Council,

We would like to thank-you for the opportunity to appear before the Green Line Committee on June 1st to present our position and recommendations on the Green Line. Now that the Committee has forwarded Administration's proposal to the full City Council, the intent of this letter is to confirm our recommendations and ensure that all of Council is aware of them.

As you are all aware, we are strong supporters of moving forward with the Green Line including a crossing of the Bow River, and we have and continue to recommend changes be made to ensure the entire Green Line maximizes its potential as a significant city building project. With that in mind we again propose the following recommendations which we would encourage Council to consider as amendments to the Administration recommendation made to the Green Line Committee. We would also like to reiterate our strong thanks and support for the changes made in the Eau Claire station area, and ask that Council formally adopt this station solution within their decision.

Recommendation 1: Ensuring Successful Construction by Stage-Gating Stage 1

Given its size and scope, Council has prudently discussed the importance of cost management on the Green Line project. We would recommend adding a stage-gate to the construction of Stage 1 by dividing the work into three distinct segments and then proceeding with construction when certain metrics are reached.

We strongly urge that Council consider the following amendment to Administration's proposed plan:

1. Council direct Administration to stage-gate construction of Stage 1, aligned with the following Segments:
 - Segment 1: Shepard to Elbow River;
 - Segment 2: Elbow River to Eau Claire;
 - Segment 3: Eau Claire to 16th Avenue N.
2. Council approve construction of Segment 1, from Shepard to Elbow River, to begin as soon as possible.

3. Pending any required review of the Beltline portion of the Segment 2 alignment, Council approve the release of the Segment 2 RFP and the start of construction.
4. Council approve Segment 3 from Eau Claire to 16th Ave N and direct Administration to complete community engagement and work on the Functional Plan for Segment 3. Once complete, and after Administration has completed tendering of Segments 1 and 2 and is able to confirm necessary funding for Segment 3, proceed with tendering of Segment 3.

Why is this important?

- Learnings from the first two Segments has the potential to unlock value and result in additional budget becoming available for Segment 3. A stage gate would allow for any potential savings realized through Segment 1 and 2 to be redirected into enhancing Segment 3 or extending the northern leg of the Green Line;
- This stage gate approach allows for appropriate scope and cost management without in any way delaying the overall project.

Recommendation 2: Original Alignment through the Beltline

When the project was approved by Council in June of 2017, the alignment agreed to was a 10th Avenue alignment turning south to 12th Avenue before turning north to the downtown core. As owners of land and buildings along the route and developers who would be contributors to some of the Transit-Oriented-Development (TOD) along the length of the route, we feel strongly the original alignment is significantly better suited to realize development potential through the Beltline. We also note the continued support for the 2017 10/12 Ave alignment from the Calgary Stampede and the Calgary Flames and several landowners along the route. CMLC, whose mandate includes maximizing development and CRL revenue potential in the Rivers District, had endorsed the 2017 alignment in the current Rivers District Master Plan which was approved in 2019.

We strongly urge that Council consider the following amendment to Administration's proposed plan:

1. Council direct Administration to re-evaluate the 2017 10th and 12th Ave alignment of Segment 2 through the Beltline against the current 2020 Administration recommendation, including an updated risk profile and impact on the potential revenue generation for the CRL, and report back to the Green Line Committee by Q4 2020, prior to final approval of the Segment 2 alignment.

Why is this important?

- The original 10/12 Ave alignment will maximize potential revenue to the CRL, currently estimated to be a benefit of at least \$150 to \$250 million over that of the proposed 2020 alignment, which has not been challenged by Administration;
- The original 10/12 Ave alignment will maximize the transit user experience by improving access to current and planned residential projects as well as St. Mary's High School and the Repsol Centre, by moving the Centre St station further into the Beltline;
- The original 10/12 Ave alignment with a 10 Ave station provides an interconnection to East Village

and future regional rail services (including the recently announced Calgary-Banff Rail Project which is now under study by the Province and the Canadian Infrastructure Bank);

- The original 2017 Green Line alignment through the Beltline has the continued support of the Calgary Stampede, Calgary Flames and numerous landowners in the area.

It cannot be overstated that the Green Line is a critical piece of public infrastructure and we strongly believe the project should proceed as quickly as possible. The investment and the jobs that accompany it are critical to the economic health of the city, and the Green Line will spur development all along the line, including the critically important Rivers District.

Thank you for your consideration.

This submission to Calgary City Council is endorsed by members of the following organizations:

Richard Morden, Senior Vice President, Office Properties, Western Canada, Quadreal Properties & Chair, BOMA Calgary

Guy Huntingford, Director Strategic Initiatives, NAIOP Calgary

Scott Macdonald, Vice President, Development & Construction, Alberta, Harvard Developments Inc.

Guy Priddle, General Manager, Calgary Office Properties, The Cadillac Fairview Corporation Ltd

Lloyd Suchet, Executive Director, BOMA Calgary

Jessica Karpas, President, Mount Pleasant Community Association

Eileen Stan, Matco Development Corp & Chair of the Board, Calgary Downtown Association

Robert Homersham, Barrister & Solicitor & President-Elect, NAIOP Calgary

Chris Ollenberger, Chair, NAIOP Calgary Government Affairs Committee, and Managing Principal, QuantumPlace Developments Ltd.

Rosanne Hill-Blaisdell, Managing Director & COO, Harvard Developments Inc.

Jamie Cooper, Senior VP, Land Development & Construction, Remington Development Corporation

Rob Blackwell, Chief Operating Officer, Aspen Properties & Chair-Elect BOMA Calgary

David Routledge, Vice President, Real Estate Management West, Oxford Properties Group

Ian Parker, COO, Western US & Canada, Office Division, Brookfield Properties

Gillian Lawrence, General Manager - Land Development, Remington Development Corporation

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