

Green Line: Framework for a TOD Implementation Strategy

Calgary



Green Line LRT

Framework for a Transit Oriented Development Implementation Strategy

Green Line: Framework for a TOD Implementation Strategy

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SUMMARY

Transit Oriented Development (TOD) is not a new concept in Calgary; it is integral to the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP). The City's TOD Policy Guidelines have also supported policy development for Area Redevelopment Plans and Station Area Plans that have promoted the strengthening of the urban fabric around transit stations. Some tangible results of this work can be seen in initiatives from the development industry, such as in Brentwood, or resulting from City initiatives, such as The Bridges. The Green Line presents an important opportunity for the creation of tangible transit-supportive development that meets the goals and intent of the MDP and CTP. Consequently, in order for TOD to be successful and for real development to happen at stations, The City must move from policy to practice and focus on implementation efforts.

Transit Oriented Development faces challenges that other forms of development in Calgary do not. These include: required infrastructure upgrades to support density increases, low community acceptance and readiness for change, policy gaps, complex approval processes, potentially conflicting City objectives, and reluctance of the development industry. The City's toolkit that works successfully in the Downtown and new community development cannot be applied to TOD.

To address these challenges and create a toolkit that works, a TOD implementation strategy must be identified as a corporate objective to achieving our long-term growth goals. Collaboration among City business units is required to identify workplans and projects that can be aligned and coordinated towards creating mutually supportive outcomes and which can complement the significant capital investments planned for Green Line, as well as investments already made in Red and Blue Lines.

The framework presented in the following report outlines the proposed roadmap towards creating this strategy for the Green Line. It speaks to the objectives of understanding key influences and obstacles that impact TOD, identifying City initiatives to promote TOD, creating a strategy to align the corporation, community and development industry to achieve TOD, and prioritization of stations and implementation efforts, while utilizing best practices. Understanding that The City helps Calgarians build a great city, development of the strategy will involve The City's partners, such as communities and industry.

When complete the strategy will provide recommendations and policies for Green Line station areas. It will identify TOD priority and catalyst sites in the context of other City workplans and projects, while also considering private sector initiatives. Areas where further work is necessary will be identified with recommendations made regarding next steps. These recommendations and policies may subsequently be used to also inform a city-wide TOD Implementation Strategy in the future.

Administration will report back with the recommended Green Line Transit Oriented Development Implementation Strategy in 2018 Q2.

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BACKGROUND

2.1 TOD on the Green Line and in Calgary

Transit Oriented Development at LRT stations has been a major policy objective of The City since the Red Line was built in the early 1980s. It is reflected in the Municipal Development Plan/Calgary Transportation Plan as well as in numerous policies and station area plans. However, despite policy direction real development has not always followed. Although TOD has been a core consideration of the Green Line route planning, location of stations and community engagement activities, currently, only the actual infrastructure (tracks, stations, vehicles) of the LRT are included in the program's funding request. No specific funding model has yet been identified to support TOD planning and implementation in Green Line communities or elsewhere in the City.

All forms of development take time and it can take years for new communities to build out. This is equally true for TOD. Since TOD often entails redevelopment at existing stations in established communities it is confronted with challenges that new community development does not face. Some of these challenges include community opposition to higher buildings and increased traffic; the difficulty the development industry faces in the assembly of parcels for redevelopment; landowner expectations and speculation practices; transit rider opposition to the loss of Park and Ride stalls to TOD; and the cost of required infrastructure upgrades.

These are some of the gaps and conflicts between current policy and what the market will deliver around the LRT stations. A better awareness and understanding of these gaps, the challenges faced within The City, and by the private market, and developing a strategy to remove or overcome these is what is currently needed to deliver TOD on Green Line and throughout the city.

2.2 Green Line TOD Implementation Strategy

The forthcoming Green Line TOD Implementation Strategy provides the opportunity to investigate and review current knowledge and best practices, and engage with Business Unit partners, the development industry and communities. The Strategy is needed to make best use of the opportunities for TOD created by the planning and engagement efforts and planned capital investment in Green Line. It will facilitate the coordination and alignment with the various existing and planned City initiatives and private sector investments. It will propose a corporate program to promote tangible transit-supportive development in conjunction with delivery of the new Green Line infrastructure. This contributes towards supporting The City's, the Province's and the Federal Government's goals.

In the following framework the objectives, resources, key partners and deliverables of such a strategy are presented.

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OBJECTIVES

3.1 Provide a City-wide Perspective for TOD Implementation

The Green Line TOD Implementation Strategy is required to identify opportunities created by the major transit investment in the Green Line and to leverage other city-wide projects so that we do no work in isolation. TOD land use and policy support exists at various locations and The City has invested in infrastructure and local planning activities. The Main Streets program is working with communities on policies and tools that support vibrant mixed-use development in key areas. Redevelopment by the private sector has begun in some locations. Civic facilities and services, parks and recreation, road and infrastructure projects are also ongoing towards creating complete communities that have mutual objectives with TOD. Various business units hold critical information and have influence on various components that can support or hinder TOD.

A corporate mandate to employ a broad, city-wide approach to implementing TOD is required to identify opportunities to leverage projects towards mutual benefits. Such an approach also mitigates the unintended consequences of actions, or inactions. The Green Line TOD Implementation Strategy will provide corporate direction and alignment of key corporate actions required to support tangible transit-supportive developments at new Green Line stations. It will guide investment in people, places, programs and reliable transit in coordination with short and long-term corporate objectives, e.g. 10-30 year and 50-year perspective.

The following presents a brief overview of some of the key objectives of the Green Line TOD Implementation Strategy. This list is not conclusive and further opportunities may present themselves as work progresses.

3.2 Research Best Practices

Transit Oriented Development is being pursued by cities across Canada and internationally. Their markets, obstacles, legislation and incentive programs vary greatly, however. Solutions are required that are viable and attractive in Calgary.

The Green Line TOD Implementation Strategy will review initiatives in other cities towards identifying successful policies, tools and methods and appropriateness for use in Calgary. Understanding how potential obstacles were overcome in other jurisdictions and which incentives were provided to the private sector will enable The City to develop a strategy that best addresses the legislative and development environment in Calgary.

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OBJECTIVES

3.3 Understanding Obstacles and Opportunities

The City does not appear to have a clear strategy or predictable/consistent approach for TOD implementation. The development industry has expressed a perception that their efforts in TOD often face undue burdens compared to development projects in other areas. Instead of being supported and incentivized, there is a perception that TOD projects are often hindered by conflicting City requirements, inflexible standards, and the extra efforts required of developers to receive community support. This process often results in consensus-driven results which leave no sides happy.

This is not unique to Calgary. A desktop review of the Pembina Institute's recently released report "Getting on Board: learning from planning and engagement around rapid transit projects in Ontario" has provided the following potential obstacles facing TOD:

- Lack of community support for the concept of TOD;
- Community resistance to land use redesignations allowing for higher densities, a broader range of uses, less required parking, and parking intrusions into residential streets;
- Concerns over construction impacts on residents, businesses and traffic;
- The development industry's need for flexibility and ability to respond to changing markets;
- Perceived and real "red tape" issues with approvals and development requirements around stations;
- Lack of market readiness for new development;
- Limited public investment available for every TOD station;
- Perceived lack of transparency due to the multitude of stakeholders; and
- Understanding amongst developers and communities of policy plans and their interpretation.

Understanding obstacles and opportunities for implementing TOD is crucial to mitigating project risks and fostering rewards. The benefits of TOD must be understood and embraced by the host communities so that the evolutionary change is supported instead of opposed. Obstacles must also be removed so that development of TOD is as attractive to the development industry as projects in other areas.

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The Green Line TOD Implementation Strategy will be developed from an understanding of these obstacles and will propose measures to resolve them. It will also work together with City partners to identify potential incentives for TOD which may include:

- Supportive development rules that are clearly defined and allow for quick responses to changing economic situations, e.g. broad range of permitted uses in defined areas, parking relaxations;
- Priority and fast-track approvals processes for development permits in priority TOD sites;
- Concurrent City projects for infrastructure and community upgrades;
- A dedicated agency to promote TOD and act as a broker and liaison between The City, communities and the development industry;
- Exploration of financial incentives;
- Direct City support for the local community during large-scale construction projects (Taking Care of Business);
- Alternative funding and grants; and
- Collaboration with communities and industry.

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3.4 Understanding Scale and Form

Transit Oriented Development is commonly associated with high-rise buildings and high-density, mixed-use development for up to 600 metres around the station. The underlying idea behind this is to create a sufficient population and job base to generate viable transit ridership, and to support commercial and community services and return on the municipal investment.

This common understanding requires further consideration. Throughout the Green Line engagement activities, and as demonstrated in the TOD charrette studies, there was significant resistance to high-rise buildings in established communities. Residents fear that their community character will be lost and that the high-rise buildings will create traffic and parking problems. Fear of gentrification and increased property taxes was also strong. There are also servicing and capacity limitations in older areas to support high densities, and financial disincentives to high-rise and mixed-use buildings. All of these factors increase the investment risk for developers, who will invest in easier places in the city.

TOD can take a variety of forms and the scale of buildings can vary. High-rise buildings are not necessarily needed to achieve both the populations and ridership required to support viable transit and commercial operations. The densities required for successful TOD can often be achieved in lower mid-rise built forms that are also more generally accepted by existing residents. Community acceptance and support reduces uncertainty and risk to the developer. Feedback from the local development industry also identified mid-rise, 4-6 storey wood frame construction as the most viable, market ready building form in many Green Line station areas. This opinion was confirmed by the market study undertaken by the Green Line team to assess TOD potential at new stations along the new line.

The Green Line TOD Implementation Strategy will incorporate lessons learned in Calgary and elsewhere, industry expectations and community input to identify:

- The densities and built form required to support transit ridership, local commercial activity and community services;
- The scale and type of buildings that are most viable for the short-term and long-term development of TOD and that are most supportive of the existing fabric and character of the community; and
- The policy and design aspects needed to enable the evolution of TOD areas over time offering permissive and flexible development opportunities rather than restrictive and static.

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OBJECTIVES

3.5 Identify Priority Stations for TOD

Leveraging Projects:

TOD activities are already ongoing on the existing lines at stations such as Brentwood, Dalhousie, Westbrook, Bridgeland and Anderson. Build out of TODs takes time and cannot be successfully achieved by The City or the private sector on numerous stations and sites simultaneously. It is necessary to identify those sites that are most viable for short-term development and those that should be positioned for future implementation.

TOD build-out depends on various factors. Often significant policy and land use changes are required to support private development interest. This requires a commensurate effort in engagement with the communities. Substantial municipal effort and alignment may also be required to enable redevelopment, such as infrastructure upgrades, public realm improvements and road works. These aspects present a resource challenge for The City to undertake costly projects everywhere, simultaneously. However, various City projects are planned, or are already occurring around potential Green Line TOD sites. By identifying these projects and understanding how they can be used to support TOD, mutual benefits can be achieved. The Green Line TOD Implementation Strategy will establish this corporate approach to implementation and align City business units to focus efforts to help deliver TOD success, both immediate and long-term.

Market Demand:

It must also be acknowledged that Transit Oriented Development is one of numerous forms of development in Calgary and that it only captures a portion of the overall market demand. The market's ability to absorb new development areas must be considered when undertaking TOD planning and implementation. If numerous TOD sites are under development concurrently, or competing sites are suddenly delivered to the market with no corresponding change in demand, an over-supply situation may be created. This would prolong the time required for build out and reduce all sites' attractiveness and economic viability.

Priority Site Criteria:

The Green Line TOD Implementation Strategy will develop a means to assess and prioritize TOD opportunities at Green Line stations, in context with other LRT lines and the nodes and corridors in the city. Criteria to be considered and weighed would include:

- Lessons learned and best practices – i.e. what makes a site ready for the market;
- Status of existing infrastructure and capacities;
- Planned capital re-investment and opportunity to align budgets – utilities, facilities, infrastructure;

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- Community readiness – supportive land patterns, age of buildings, resident and business awareness/advocacy;
- TOD supportive land use planning policy in place;
- Public land available for redevelopment (within 200m, 600m);
- Private land available for redevelopment (within 200m, 600m);
- Current market readiness and forecast market activity and demand for transit-supportive uses; and
- Opportunity for TOD to deliver other Triple Bottom Line (TBL) benefits.

3.6 Establish an Implementation Sequence

To be successful, the prioritization of TOD sites as described above must be complemented by a implementation work plan for priority Green Line TOD stations and sites. The timing and extent of City-initiated policy and land use changes should consider their potential effect on the market. Providing land use entitlements can promote redevelopment, but done too broadly it can also saturate the market and dilute demand in desired locations. There is also the potential to set unrealistic value expectations for current landowners that essentially could sterilize strategic TOD sites.

Learning from best practices, industry experience and stakeholder input, the Green Line TOD implementation Strategy will develop recommendations for future implementation work plans that could include:

- The area around Green Line LRT stations where City-initiated land use redesignations, policies and other incentives would be most effective to promote redevelopment without saturating the market or putting undue strain on the community;
- Land use policies and land use bylaw rules that recognize the long-term potential for TOD and pro-actively enable it, e.g. permissive, not prescriptive policies;
- Strategic land acquisition that enables The City to supplement its current land position in priority station areas; or buy into a station area to support City objectives through land ownership; and
- Strategic public investment in non-LRT infrastructure in priority station areas that enables desired redevelopment, supports complete communities and enhances these area's attractiveness to the market.

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3.7 Provide TOD Performance Metrics of Success

The Green Line TOD Implementation Strategy will develop metrics to measure the success of the implementation actions. By creating metrics that matter and a requirement for monitoring and reporting, The City will be able to identify implementation gaps and successes, and plan corrective actions. The metrics will allow for triggers to be identified that inform when adjustments are required.

Development of these performance metrics will involve both internal and external stakeholders as well as a review of best practices and existing and proven metrics currently applied by The City.

3.8 Identify Catalyst Sites

Identifying sites that are market ready and can be developed with current market forces is a strategy The City will utilize to create a catalyst for more immediate Transit Oriented Development. Catalyst site opportunities have been identified for various TOD station areas along the Green Line. Catalyst sites can be both private sector and City-owned and can undergo development prior to, or in conjunction with the opening of Green Line. Some investments in Layer 2 works (station connections) as well as City Shaping projects undertaken by other City business units must be considered regarding their potential as catalysts.

When determining appropriate catalyst sites, it is key to consider the market readiness of a TOD area. Market sounding should be conducted to ensure that a catalyst site provides sufficient land to meet short-term demand while not oversupplying market demand for a TOD area. Oversupply could prevent future development.

The Green Line TOD Implementation Strategy will investigate these potential catalyst opportunities further toward the following:

- Identify sites where public land is available to act as a catalyst site or that The City could strategically purchase to serve as a catalyst;
- Undertake an assessment of the market readiness of each priority station area and establish how the market activity aligns with the type of uses envisioned; and
- Establish an understanding of ongoing private development activities and City-led projects to identify leveraging opportunities, as well as to avoid situations where City projects create inadvertent oversupply.

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3.9 Identify Alternative Funding and Revenue Sources

Alternative Funding Sources: The implementation of TOD often requires some form of capital investment by the municipal government. Since there is no current funding for TOD included in the Green Line's budget request, alternative sources of funding should be investigated. The lack of dedicated budget may be mitigated by recognizing the leveraging opportunity of the investment in Green Line and works that The City is already doing or that are planned.

Alternative funding opportunities to be investigated include:

- Aligning currently funded corporate investments to achieve mutual benefits and cost reductions;
- Strategic land contributions for TOD (or for layers 2,3 and 4);
- Public-Private Partnerships;
- A structured fund for TOD Land Acquisition (especially for longer term Green Line areas not part of Stage 1);
- A dedicated fund for City TOD land development; and
- Supporting investment in non-LRT infrastructure and civic amenities at priority stations.

Alternative Revenue Opportunities: In addition to alternative funding sources, alternative revenue opportunities should be considered to support TOD implementation. Determining the most appropriate alternative revenue opportunity will require consideration of revenue potential and applicability of the strategy in the context of the TOD project. Early analysis suggests that the development partnerships and incentives strategy will best promote TOD implementation on the Green Line.

Opportunities recommended for further investigation include:

- Development partnerships and incentives;
- Leaseholds on public lands at transit stations; and
- Development levies, charges and contributions with funds aimed at targeted investment for TOD.

The Green Line TOD Implementation Strategy will continue ongoing work to determine the best approaches towards opening alternative revenue opportunities, partnerships and leveraging of City projects and assets.

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PARTNERS

The City of Calgary is responsible for policies, processes and projects that have direct and positive impacts on Transit Oriented Development, such as land use planning, development approvals processes, real estate services and community infrastructure programs. Individually or in combination some of these activities may have unintended consequences that can discourage private investment and development at LRT stations.

Understanding that The City helps Calgarians build a great city, development of the strategy will involve numerous partners. Both internal and external stakeholders will be engaged to identify and understand the full range of the City's actions, processes and their potential impacts. Addressing these interdependencies and challenges may require a comprehensive, corporate solution that goes beyond the Green Line and is applied to TOD sites city-wide.

Key City and external partners and potentially relevant fields of activity for each are presented in the following.

CITY (INTERNAL)

4.1 Planning and Development (Community Planning and Calgary Growth Strategies)

Planning and Development is responsible for the following areas that have bearing on successful TOD:

- Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP): effective and understandable land use and development policies, monitoring and amendments;
- Local area policy planning that supports healthy community growth and the realization of TOD;
- The Main Streets program;
- Land Use Bylaw rules, relaxations and amendments that enable and encourage the desired redevelopment expressed in the local area plans and MDP;
- Policy guidelines such as urban design guidelines, underpass design guidelines, etc. that reinforce more general policies and guide building design;
- Land use redesignation processes and timelines, and also potential priority areas and catalyst sites where City-initiated redesignations should be pursued;
- Public engagement activities and efforts towards supporting awareness for TOD and education on the benefits of TOD and redevelopment;
- Understanding planning and policy triggers that create market interest; and
- Leveraging private investment in public infrastructure.

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PARTNERS

4.2 Transportation Planning

Transportation planning is responsible for the following areas that have a bearing on successful TOD:

- Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP): effective and understandable policies, monitoring and amendments;
- Local area policy planning that supports healthy community growth and the realization of TOD;
- Land Use Bylaw parking rules, relaxations and amendments that enable and encourage the desired redevelopment as expressed in the local area plans and MDP;
- Transportation network planning, pedestrian and cycle routes; identifying network capacities;
- Transportation policies and guidelines such as complete streets, on-street parking, traffic calming, residential parking zones; and
- Development permit requirements and requirements for Traffic Impact Analyses (TIA) in TOD areas.

4.3 Transportation Infrastructure

The investment in transit infrastructure signals commitment to industry and communities. Mutual advantages for communities and private sector development can be realized by understanding opportunities and potential impacts early on. Investments in Green Line infrastructure (Layer 1) and improving access to the stations through Layer 2 projects have tangible effects on their areas.

4.4 Calgary Transit

The layout and design of transit facilities has a significant influence on the public realm and the ability to develop successful TOD areas. Creating an environment that promotes mixed-use, redevelopment and pedestrian activity must be an integral consideration when designing Green Line stations, especially the larger transit terminals and bus transfer stations. The design of terminals and Park and Ride facilities should also complement and provide for the evolution to TOD over time.

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4.5 Calgary Real Estate and Development Services

As The City's real estate development group, Calgary Real Estate and Development Services (RE&DS) provides the following services that influence TOD on Green Line and throughout the city:

- Providing real estate and development expertise to support City Business Units in delivering the Green Line TOD Implementation Strategy;
- Land acquisition for Green Line LRT infrastructure;
- Programming of remnant parcels to achieve City TOD objectives, and provide land cost recoveries for Green Line;
- Strategic land acquisition beyond infrastructure needs, with identification of sources of funding to support Green Line TOD initiatives;
- Provide dedicated TOD team to leverage City-owned lands to promote transit-supportive development through sales and leasing activities, comprehensive master planning of station areas, and investment in development and servicing of station areas; and
- Ongoing assessing of market readiness at stations, along Green Line and citywide, to identify priority stations and catalyst TOD sites.

4.6 Calgary Approvals Coordination

Calgary Approvals is responsible for overseeing the approval process for land development, from land-use redesignation to occupancy. CAC supports staff and coordinates across The City to enable the successful delivery of new development, while working closely with stakeholders. They will be involved in the following areas that may have a bearing on successful TOD:

- Streamlining of processes for TOD in priority station areas;
- Aligning of the corporate perspective on TOD applications; and
- Presenting a creative, results-based approach within disciplinary realities.

4.7 Community Services

Transit Oriented Development objectives form part of the broader City Shaping vision of the Green Line program. Community Services (CS) is already a core member of the Green Line's integrated team and has been developing the City Shaping vision.

The City Shaping Strategy will supplement this Green Line TOD Implementation Strategy. To better understand opportunities to leverage investments and create mutual benefits it will identify planned civic facilities, programs and budgets and relate them to identified TOD opportunities. It will determine how the timing of investments with other corporate programs can be coordinated to unlock greater effectiveness and benefits.

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4.8 Urban Strategy

Urban Strategy is a City Department with a mission to create and activate great urban environments. With a focus on Centre City and the Main Streets area, Urban Strategy leverages both public and private investments to realize private development and build public infrastructure that results in high quality urban places. In order to deliver on its mandate, Urban Strategy uses a combination of strategic corporate coordination (i.e. aligning Business Unit work and projects) and capital project management including conceptual design and construction.

Urban Strategy can lend its experience on analyzing and prioritizing the 24 Main Street areas as well as different areas of the Centre City into successful implementation frameworks to the subject of TOD implementation along the Green Line. Specific skill sets that Urban Strategy can contribute include:

- Community engagement;
- Planning policy and land use development;
- Analysis of redevelopment potential in specified areas;
- 3-D modelling and redevelopment scenario generation;
- Tax assessment projections based on redevelopment scenarios;
- Public realm project conceptual design (parks, streetscapes, underpasses etc.);
- Capital project management and construction; and
- Tactical urbanism project conceptualization and implementation.

4.9 Other City Business Units

Creating healthy and attractive TOD communities requires a city-wide effort and projects from all City Business Units. To develop the TOD Implementation Strategy that coordinates efforts towards greater mutual effects, the Green Line will engage with relevant operational business units such as Parks, Roads and Water to understand capacities, constraints and planned projects.

EXTERNAL PARTNERS

4.10 Communities

As illustrated previously, many TOD opportunities are located in established communities where change can cause concern, fear and resistance. Communities express concern over such aspects as policy scope, development and parking rules, supported land use types, desired building heights, and more. The concerns must be discussed with communities to create an understanding of the unintended constraints they can impose on achieving the desired vision for the community's growth. Through community input and support the strategy will be effective: Communities become the advocates for TOD and welcome it!

These efforts will build on and continue the successful Green Line and Main Streets engagement.

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4.11 Development Industry

A similar objective must be pursued with the development industry. Green Line has already involved a Development Advisory Group consisting of local industry representatives. This group's input has informed the alignment and TOD recommendations to date.

Future engagement will focus on understanding development realities and market readiness, viable scales and forms of development in the various station areas. Obstacles, triggers and potential incentives to TOD on Green Line and city-wide will be explored. The development industry's input will be critical towards understanding current market activities and informing the identification of priority Green Line TOD stations and catalyst sites.

Although the local development industry will be a key partner, efforts will also be made to solicit input from developers who are active nationally and internationally. As with the engagement with communities, this broader perspective is critical towards mutual education and the understanding required to develop a strategy that is effective and supported by all stakeholders.

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APPROACH AND DELIVERABLES

This framework has been created to provide insight into the activities required to develop a Transit Oriented Development Implementation Strategy for the Green Line. The activities outlined above may be expanded upon once work commences and more insight is developed.

5.1 Methodology

The project will be led by the Green Line Program. Developing the Green Line TOD Implementation Strategy will require collaboration across City Business Units and with communities and the private sector. An internal working group will be established consisting of key City Business Units, including:

- Community Planning and Calgary Growth Strategies;
- Real Estate and Development Services;
- Community Services;
- Transportation Planning;
- Urban Strategy;
- Law; and
- Water Resources.

This group will determine a terms of reference and establish decision-making and escalation processes. It will develop a work plan to identify tasks and responsibilities and coordinate the recommendations across the business units. The Green Line Executive Steering Committee will be the advisory board for this work.

5.2 Deliverables

The recommendations of the report will take two forms. The first is recommendations for immediate implementation. These include aspects that can be immediately acted upon within Administration's current roles and mandates and that will support the coordinated initiatives of City partners and business units to help deliver TOD. They may include:

- Identification of Green Line TOD priority areas and existing or planned City projects;
- Policy amendments and new policies;
- City-initiated land use redesignations; and
- A sequence of other City capital projects and investments along the Green Line.

The second deliverable will relate to aspects that require further work before a final recommendation can be made. For these deliverables the Green Line TOD Implementation Strategy will provide a recommended approach towards delivering additional TOD implementation work at a later date that will require specific Council direction before implementing.

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APPROACH AND DELIVERABLES

5.3 Report Back

The Green Line TOD Implementation Strategy will be presented to Council no later than 2018 Q2 through a report to the Standing Policy Committee on Planning and Urban Development. This report will be aligned and coincide with the associated City Shaping Strategy report to the Standing Policy Committee on Community and Protective Services and related Green Line reports.