

## **GREEN LINE CITY SHAPING IMPLEMENTATION STRATEGY - DEFERRAL**

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### **EXECUTIVE SUMMARY**

Administration requests a deferral for the report on the Green Line City Shaping Implementation Strategy (the Strategy). Work continues on building the Strategy, however due to new Green Line senior leadership and the project execution plan that is underway, it has not been finalized. The project execution plan includes a constructability review and will provide certainty on scope, cost and schedule. Upon further refinement of the project execution plan, the Green Line City Shaping Implementation Strategy will be finalized and will be brought forward to Council in Q4 2018.

### **ADMINISTRATION RECOMMENDATION(S)**

That the SPC on Community and Protective Services recommend that Council defer the report on Green Line City Shaping Implementation Strategy to report back to the SPC on Community and Protective Services no later than Q4 2018.

### **RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, DATED 2018 JUNE 06:**

That the Administration Recommendation contained in Report CPS2018-0404 be approved.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2017 June 26, Council approved the approach of the City Shaping Framework and directed Administration to report back through the Standing Policy Committee on Community and Protective Services no later than Q2 2018 with a City Shaping Strategic Implementation Plan that delivers City Shaping priorities and resource needs for Action Plan 2019-2022 budget cycle.

In 2017 April 10, Green Line City Shaping Update (CPS2017-0270) defined the fourth layer of the Green Line as an approach to achieve outcomes linked by transit, focused on people, places, and programs. The fourth layer of the Green Line was part of the holistic planning approach developed by Administration and approved by Council to deliver on the long-term vision of the Green Line.

City Shaping was also included in the following reports to Council: 2018 March (TT2018-0145), 2016 March (TT2016-0220), 2016 June (TT2016-0483), 2016 September (TT2016-0705), 2016 December (TT2016-0927).

### **INVESTIGATION**

In June 2017, Administration was directed to report back to the Standing Policy Committee on Community and Protective Services no later than Q2 2018 with a City Shaping Implementation Strategy. The Implementation Strategy would build on the Green Line City Shaping Framework that was approved by Council on 2017 June 26. Administration has undertaken steps to complete the City Shaping Implementation Strategy however a deferral is being requested due to changes to Green Line senior leadership and while a constructability review is underway. Completion of the project execution plan will provide certainty on scope, cost and schedule. It is important to note that the ownership of City Shaping strategies remain within the Community

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Services department, whereas the planning of the City Shaping strategies should be integrated with the Green Line business unit to provide a collaborative and coordinated City Shaping and Transportation solution. Future City Shaping Layer 4 projects will be delivered by the Community Services department (note the current scope of the Stage 1 project funding does not include City Shaping projects). Both the Transportation and the Community Services departments require the results and measurable outcomes which the City has committed to.

### **Stakeholder Engagement, Research and Communication**

None regarding this request to defer.

### **Strategic Alignment**

None regarding this request to defer.

### **Social, Environmental, Economic (External)**

There are no social, environmental or economic impacts associated with this report.

### **Financial Capacity**

#### **Operating Budget:**

There are no operating budget impacts associated with this report.

#### **Capital Budget:**

There are no capital budget impacts associated with this report.

### **Risk Assessment**

The ability to leverage the investment in the Green Line LRT was the foundation of the four-layer approach. Changes to the structure and ownership around the layered approach could compromise the development and delivery of the City Shaping layer in a coordinated manner. The City Shaping work needs to remain a priority and key consideration in alignment with Layers 1, 2 and 3. Without a coordinated approach, there is a risk of lost opportunities for funding, strategic land acquisition, and engaging the community, which could limit the success of the overall Green Line long term vision.

### **REASON(S) FOR RECOMMENDATION(S):**

A deferral is being requested due to the new Green Line senior leadership and until the project execution plan is further developed. The project execution plan will be based on a constructability review and will provide more certainty on scope, cost and schedule.