

GREEN LINE CITY SHAPING FRAMEWORK

EXECUTIVE SUMMARY

This report is one of three Green Line reports (others are PUD2017-0471 and TT2017-0534) going forward to Committees and then Council on 2017 June 26. This report provides an overview of the City Shaping Layer (Layer 4) of the Green Line program and includes the City Shaping Framework ("the Framework," Attachment 1). Layer 4 is a critical component of the Green Line program as it will ensure that, in addition to the physical LRT line itself, adjacent communities and the city as a whole, gain a series of well-planned, connected and vibrant neighbourhood hubs that will evolve over time and benefit Calgarians.

The Framework outlines a new approach for leveraging Calgary's investment in transit infrastructure to strengthen and support the social well-being of communities and will be implemented by the Community Services Department as part of the Green Line program. The quality of life goals and guiding principles within the Framework provide a basis by which to intentionally set a course to measure our City's success over the long term and positively influenced citizens and their communities along the Green Line. In coordination with the other layers of the Green Line program, development of a City Shaping strategic implementation plan will identify opportunities for collaboration, develop measurable targets, and identify investment priorities in communities along the Green Line. This work will also inform policy, strategic land acquisition, land use and budget decisions, and a work plan leading into Action Plan for 2019-2022 (BPBC5).

As the Green Line program moves forward with the first stage of construction, the City Shaping Framework is a critical guiding document that forms part of the long-term Green Line vision that will transform communities along the line, improve mobility, connect people, places and programs, and enhance the quality of life within The City (Attachment 2). The Framework is a first step in identifying long-term strategies and goals and will guide The City to leverage the investment in Green Line infrastructure and maximize benefits to Calgarians.

ADMINISTRATION RECOMMENDATION(S)

That the SPC on Community and Protective Services recommends that Council:

1. Approve the approach of the City Shaping Framework (Attachment 1);
2. Direct Administration to bring this report forward to the 2017 June 26 meeting of Council along with the associated reports from the SPC on Planning and Urban Development (PUD2017-0471) and the SPC on Transportation and Transit (TT2017-0534); and
3. Direct Administration to report back no later than 2018 Q2 with a City Shaping strategic implementation plan that delivers city shaping priorities and resource needs for Action Plan 2019-2022 budget cycle.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 April 10, Council received the Green Line City Shaping Update (CPS2017-0270) for information and directed Administration to report back through the SPC on Community and Protective Services with a City Shaping Framework no later than 2017 June. City Shaping was first presented in 2016 March, in the Green Line Update report (TT2016-0220). This was an important but preliminary outline of City Shaping and set the stage to include it in all Green Line updates to Council. City Shaping has been reported on in the subsequent quarterly reports

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including: 2016 June (TT2016-0483), 2016 September (TT2016-0705), 2016 December (TT2016-0927).

BACKGROUND

In 2017 April, Council received a report that defined the Green Line City Shaping Layer (Layer 4), and endorsed this fourth layer, as part of the holistic planning approach developed by Administration to deliver on the long-term vision of the Green Line. The long term vision is a guide for future investment that improves mobility, transforms communities along the Green Line and enhances the quality of life for Calgarians. The focus of the four layers are Transportation (Layer 1, Transit Infrastructure and Layer 2, Connections to Stations), Planning and Development (Layer 3, Transit Oriented Development (TOD)), and Community Services (Layer 4, City Shaping). Intentional planning early in the process and focusing resources within all layers will positively shape communities and benefit citizens on opening day and into the future. The long-term vision is only achieved if all four layers are integrated and build on each other.

The four layered approach reframes The City's investment in transit infrastructure, utilizing this opportunity as a platform to discuss potential benefits for adjacent communities as well as other benefits including City investments, improvements to mobility, access to amenities and jobs, and affordable housing opportunities. City Shaping will build a connection between physical infrastructure and social and community infrastructure by focusing on:

- People: supporting individual and community well-being;
- Places: creating great public spaces and neighbourhood hubs with a variety of uses; and
- Programs: optimizing the opportunity for programs and services.

The Green Line provides the ability to move people, and also provides an opportunity to be thoughtful, early in the planning process, to deliver a series of well-planned, connected, accessible, affordable and vibrant neighbourhood hubs that will enhance the way our citizens live, work, play and move.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Placing focus on the City Shaping layer at the onset of this program is critical. It will provide the opportunity to leverage the investment in transit and transit oriented development (TOD) infrastructure and ensure communities are better positioned to be connected, vibrant and resilient on opening day and into the future.

The development of the Framework is based on engagement with internal business units and external partners. It included a review of best practices and lessons learned, both in cities worldwide and along our own Red and Blue LRT lines, and is anchored on the four quality of life indicators that came out of Community Services research undertaken in 2016 (Attachment 1).

The four quality of life indicators (Equitable and Inclusive, Healthy and Active, Safe and Resilient, and Vibrant and Thriving) were further developed into specific corridor goals and strategies that focus on the Green Line LRT and guide the City Shaping Framework.

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From these goals and strategies, Administration created a set of principles to guide the City Shaping strategic implementation plan:

- **Utilize a community-based approach** to work collaboratively with citizens and plan for programs, services and facilities that meet the unique needs of communities;
- **Strategically coordinate and collaborate investment in civic infrastructure** to foster internal and external collaboration and maximize the impact of initiatives in communities;
- **Use public investment as a catalyst for development** to strategically invest in community infrastructure;
- **Foster and build partnerships** with other levels of government, not-for-profit organizations and the private sector to enhance public investment in the provision of community services;
- **Learn from experience** to ensure continuous improvement of community initiatives; and
- **Acknowledge long-term benefits** and undertake proactive planning to enhance the overall quality of life in communities into the future.

The quality of life goals and guiding principles within the Framework provide a basis to develop the subsequent work plan and set a course to measure our City's success over the long term and know whether or not we have positively influenced citizens and their communities along the Green Line. Through strategies, capital projects, programs, initiatives and the development of performance measures based on Results Based Accountability, The City will be in a position to track the level of success of the Green Line City Shaping Layer and make adjustments where needed. Learnings from city shaping projects will provide the opportunity to leverage successes and apply them to the broader City context.

A recent partnership initiative between The City and private sector on the Inglewood east core fire hall site exemplifies application of the guiding principles contained in the Framework. The site is within walking distance of the proposed Inglewood/Ramsay station and is a catalyst site, currently undergoing feasibility analysis, for the potential development of affordable housing, market housing and a fire hall. Although the physical Green Line LRT is not yet in place at this site, the certainty of a reliable future transit service offers an opportunity to attract a mixed use integrated development that will be easily accessible to citizens.

Another example is the new affordable housing development located in the community of Crescent Heights within proximity to the future 16 Avenue North station. The development is located 300m away from the station, providing reliable transit access to a critical community service. Although this development has opened in advance of the planned Green Line LRT station, there is an opportunity to further enhance the development site by providing transit and leveraging the investment that has been made. Administration will continue to consider existing examples and identify future opportunities as the Green Line Program evolves. The development of a City Shaping strategic implementation plan will focus on the construction project of the Green Line and will look forward over the next two Action Plan cycles. The strategic implementation plan will come forward to Council in Q2 2018 and will include a work plan and resource considerations.

As Layers 3 and 4 are currently unfunded, collaboration with the TOD team on the Layer 3 Implementation Strategy will be a key component of this work to find efficiencies in delivering the respective strategies. Efficiencies gained in the areas of identifying priority sites within the

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first stage of construction for the Green Line LRT, infrastructure investments, strategic land purchases, policy creation, staff resources, and funding strategies will allow key Green Line implementation elements to be bundled and to proceed in a comprehensive manner. Work with Corporate Initiatives will also occur to ensure alignment between the quality of life goals and the development of population indicators.

Stakeholder Engagement, Research and Communication

Partnerships and engagement were essential to developing the City Shaping Framework. Utilizing a cross-disciplinary corporate team, engagement was completed with key internal stakeholders, civic partners, and external partners, as outlined in the Framework (Attachment 1). Building partnerships internally and externally is critical to the success of the City Shaping approach. Community Services will continue to collaborate with citizens, various City departments, Civic Partners, not-for-profits, and the development industry in order to leverage the Green Line investments to benefit Calgarians.

Strategic Alignment

To ensure the Framework will appropriately guide actions over the coming years, all relevant City plans, policies and long term strategic directions were reviewed and incorporated into the Framework. Details on this review are contained in the Framework.

The City Shaping approach provides an unprecedented opportunity to realize goals within imagineCALGARY, the Municipal Development Plan (MDP) and Calgary Transportation Plan. In particular, Goal 2.2 of the MDP states: *Direct future growth of the city in a way that fosters a more compact efficient use of land, creates complete communities, allows for greater mobility choices and enhances vitality and character in local neighbourhoods.*

The Green Line program aligns with Federal and Provincial government strategic objectives, including improving quality of life for citizens by lowering the cost of transportation, creating employment opportunities, positively impacting the environment, supporting seniors and low-cost accessible child care as examples. New opportunities through the City Charter and the modernized Municipal Government Act are being considered and incorporated.

Social, Environmental, Economic (External)

Social

Several outcomes in the Framework speak directly to improving the social fabric of Calgary along the Green Line. Reducing barriers for vulnerable populations, ensuring affordable housing, and providing parks and recreation services are key components. Transit is key to these outcomes as it provides a reliable and affordable service connecting Calgarians and supporting their needs. Further, the Framework will build opportunities for physical activity, exposure to arts, culture, and heritage in communities along the Green Line.

Environmental

While the Green Line LRT itself provides environmental benefits as a means of transportation, the Framework aims to preserve and highlight natural environments along the Green Line. These spaces can help protect and strengthen biodiversity, the urban forest and parks along the Green Line.

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The Green Line presents opportunities to lead Calgary into the next phase of environmental sustainability and accountability through direct reductions in greenhouse gasses (GHGs) through the use of renewable energy, emission gains with fewer internal combustion engines in use, facilitating densification around transit villages and our civic facilities being built to LEED standards. The recommended first stage, from 16 Avenue North to 126 Avenue SE allows for the reduction of 30,000 tonnes of GHG emissions per year.

Economic

The Green Line LRT is a significant investment in Calgary's future and will generate economic opportunities including job creation and Gross Domestic Product (GDP) growth, with direct benefits resulting from construction, operations and maintenance, increased property values, increased income tax revenue, savings for households, productivity gains, and contribution to economic diversification. Neighbourhood hubs with a mix of vibrant spaces, employment centres, service providers, and recreation and park amenities, have the ability to attract and retain new businesses. To attract employees, businesses are likely to locate around Green Line stations, and act as a catalyst for further development. Also, vibrant spaces can attract events and tourists, further contributing to the Calgary economy while strengthening cultural fabric.

Financial Capacity

Operating Budget:

There are no operating budget implications currently associated with these recommendations. Budget impacts are a function of future approved capital funding.

Capital Budget:

There is a need for timely capital funds for resourcing staff to ensure the four layers are developed collaboratively across departments. Infrastructure budget considerations will be examined during the creation of the City Shaping strategic implementation plan and will come forward through the Action Plan 2019-2022 budget cycle, as appropriate.

Risk Assessment

The Framework provides a set of principles for long-term community benefits. The ability to leverage the investment in the Green Line LRT could be compromised if the Framework is not adopted, or if a strategic implementation plan cannot be completed in conjunction with the other Green Line layers. Completing city shaping work as an afterthought will result in lost opportunities for funding, identifying strategic land parcels, and/or engaging the community, limiting the success of the overall Green Line project.

REASON(S) FOR RECOMMENDATION(S):

As the Green Line LRT program moves forward with its first construction segment, the City Shaping Framework is a critical guiding document that will help create vibrant neighbourhood hubs, with a focus on providing convenient access to civic facilities, programs and services that Calgarians need. The Framework will guide The City to leverage the investment in Green Line infrastructure maximizing benefits to communities along the line. A strategic implementation plan will outline detailed strategies, a work plan and resources required to support community visions becoming a reality.

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ATTACHMENT(S)

1. Green Line LRT - City Shaping Framework
2. Laying tracks for delivering the Green Line LRT