



Green Line LRT City Shaping Framework

JUNE 2017



ACKNOWLEDGEMENTS

This City Shaping Framework is the result of collaboration across all departments at The City of Calgary and many corporate partners. The work from these contributors will allow The City's Community Services Department to realize its long term, quality of life goals which will continue to make Calgary a better place to live:

FRAMEWORK AT A GLANCE

HOW TO USE THIS REPORT

The City Shaping Framework herein is part of a compendium of Green Line LRT documents developed to achieve the goals outlined in the *Green Line LRT Long Term Vision: 160 Avenue N to Seton*. This document provides the guiding principles for implementation of City Shaping goals and strategies along the entire Green Line corridor and should be read alongside the complementary documents.



Quality of life indicators—Page 10

The Framework is anchored on the four quality of life indicators that came out of research undertaken in 2016 by the Department of Community Services. The research was completed in order to help define the conditions of well-being in Calgary that are needed for children, families, and communities as a whole. They include:

- *Equitable & Inclusive*
- *Healthy & Active*
- *Safe & Resilient*
- *Vibrant & Thriving*



Goals for each quality of life indicator—page 11

The goals were developed to give context and guide the outcomes that are to be achieved through City Shaping on the Green Line LRT. They are aspirational and give a high-level overview of what City Shaping is about.



City Shaping Framework—page 19—27

Strategies are presented within each quality of life indicator, they give some indication of how The City can affect change and achieve the goals. Context is given for each area in the pages that follow the detailed graphic on page 19, including why it is important, related facts and potential actions.

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INTRODUCTION

World class cities around the globe are embracing the belief that successful transit infrastructure projects reach far beyond the track. In Calgary, the potential of transit, and specifically of the Green Line, is recognized as a significant opportunity to enhance quality of life in Calgary. At full build out, the Green Line LRT will connect communities in the north and southeast with the downtown core, providing access to not only key city facilities and services along the 46km corridor but linking Calgarians to over 100km of the city's greater LRT network. Through careful planning and collaboration with community stakeholders, the Green Line can realize much greater aspirations than simply creating a new way to move people. A series of well-planned, connected, accessible, affordable and vibrant neighbourhood hubs are intentionally created to enhance the way citizens live, work, play and move. To achieve this The Green Line LRT has been presented as four layers: Layer 1 - Transit Infrastructure; Layer 2 - Connections to Stations; Layer 3 - Transit Oriented Development (TOD); Layer 4 - City Shaping.

** Neighbourhood Hub in this Framework is defined as a gathering centre of a community to foster greater local activities and connections, between residents, businesses, and organizations.*

CITY SHAPING



WHAT IS CITY SHAPING

Referred to as the ‘fourth layer’ of the Green Line program, City Shaping is an approach to achieve outcomes linked by transit, focused on people, places, and programs. It involves broadening the program focus to include the social, cultural, and economic context of the communities along the Green Line within the unique Calgary context.

City Shaping is looking to *leverage the investment of the Green Line LRT to foster healthy, active and affordable lifestyles within a network of vibrant, economically thriving, inclusive and resilient communities.*



CITY SHAPING APPROACH & SOCIAL WELL-BEING

This Framework is the first step to begin the City Shaping approach. It includes guiding principles, goals and strategies that will provide the mechanism for investment, partnership and ability to implement the significant social, economic and cultural potential of the Green Line. ***The City Shaping approach enables and supports the social well-being of the people, and communities around the new LRT line.*** Social well-being includes affordable lifestyles and accommodates the needs of the vulnerable populations. It also includes opportunities to lead healthy active lives, participate in the workforce, be connected to arts, culture and the natural environment—all while feeling safe.



A LONG TERM PROCESS

As planning and building of the Green Line will take time, so will the realization of the social, economic and cultural potential of City Shaping. Achieving City Shaping aspirations will require a new way to plan for the future. The City Shaping philosophy must be adopted by The City and our partners, continually aligned with the other three layers of the Green Line program. Future initiatives must consider our unique Calgary context and remain flexible enough to address changing societal dynamics.

Implementation must be strategically phased to encourage the advancement of social resilience from opening day through to 50+ years into the future.

Guiding this Framework is a ***long term vision for the full Green Line corridor from 160 Avenue N to Seton, providing a holistic plan for the future investments.***



A VISION FOR 2026: OPENING DAY

- The Green Line provides an efficient, reliable, sustainable option connecting Calgarians to destinations throughout the city, and supporting their daily commutes
- The City strategically invests in transit plazas and changes land use designations along the Green Line to stimulate redevelopment and economic activity around stations
- Affordable Housing is strategically located along the line, and intensifies redevelopment of the existing housing where feasible and appropriate
- Ridership in south Calgary increases as existing transit users and new riders choose to ride the Green Line for their daily commute
- Two car households in communities along the Green Line begin to reconsider the need for both vehicles



A VISION FOR 2041: 15 YEARS AFTER OPENING DAY

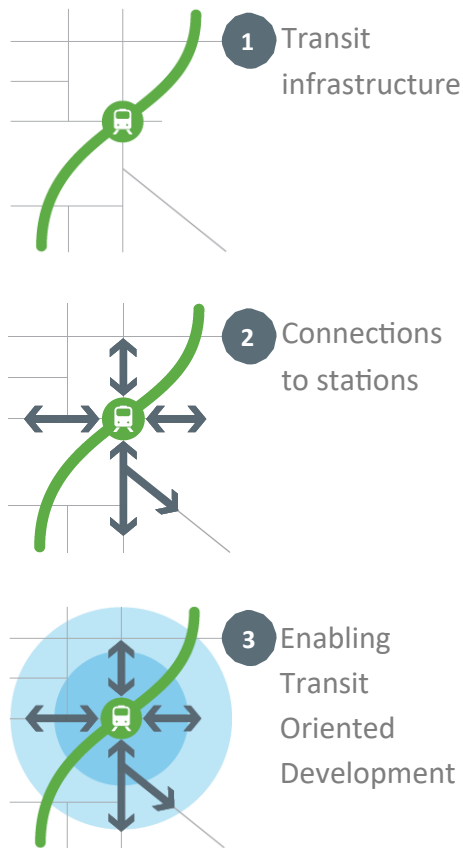
- The Green Line is now second nature to riders, users effortlessly connect to the entire transit network
- Affordability around the new transit station is achieved through increased non-market housing by both the public and private sectors
- Employers take into account the location of new LRT stations when selecting office and commercial spaces to support employees commuting by transit
- Transit plazas are natural year-round meeting places and citizens see these public spaces as extensions of their own living rooms
- More Calgarians are engaging in active modes of transportation within walking and biking distance of transit stations



A VISION FOR 2076: 50 YEARS AFTER OPENING DAY

- The full build-out of the Green Line provides direct connections to parks, schools, grocery stores, recreation centres, libraries, employment centres, and major Calgary attractions
- Business Improvement Areas that began years earlier are strong and vibrant and include innovative business labs and live-work spaces, headquarters have relocated to Calgary, all adding diverse employment options in communities
- The Green Line has a rail connection to the Calgary International Airport furthering Calgary's reputation as a world class city
- A variety of housing options are available surrounding each Green Line station including low, medium to high density options, supporting a mix of incomes, lifestyles and seniors ability to age in place

CITY SHAPING



THE FOUR LAYER APPROACH

The Green Line LRT will be the largest infrastructure investment undertaken by the City of Calgary. At 46 km long, this transit line offers unprecedented opportunities to shape future growth in Calgary by influencing development along the route. The long term vision is a Calgary designed solution that invests in **transit, people, places and programs** that when implemented, makes Calgary more attractive, accessible, resilient and vibrant.

The four layer planning approach is the strategy for delivering the long term vision. This approach illustrates the complexity and interdependence of transportation infrastructure (Layers 1 and 2), land use planning (Layer 3), and community and social services (Layer 4).

Layer 4 is a new approach in the planning of The City's Green Line LRT project, focused on leveraging Calgary's investment in transit infrastructure to strengthen and support the social needs of communities along the Green Line. It is the provision of creative and purposefully-planned public spaces, housing options, community services and recreational opportunities that will serve communities well now and into the future.

It is important to note that Transit Orientated Development and City Shaping do not need to occur sequentially, nor is it only dependent on the physical LRT tracks being in place.

4



City Shaping is a holistic approach investing in people, places, and programs and connecting them through a network of reliable transportation options

PEOPLE, PLACES & PROGRAMS

The people, places and programs along the Green Line will be linked not only by the 46km of rapid transit track and 26 stations, but also through new multi-modal transportation opportunities provided by Layer 2 (Connections to Stations). Connecting to the city's larger transit network, major destinations such as Downtown, New Central Library, Music Mile, Quarry Park YMCA, South Health Campus, Vivo Recreation Centre and many more will become accessible to a larger percentage of the population.



People

The focus of City Shaping is on people and communities and their connection to the Green Line. Founded on public engagement and existing City policy, City Shaping will maintain an unwavering focus on the experience and quality of life impacts of the Green Line. Individual and community well-being is paramount and the people served by the Green Line will remain the fundamental driver of the planning, design, development and investment decisions ahead.



Places

City Shaping puts a priority on citizen experience through great public spaces. The focus is to create 'public spaces' by activating the Green Line through the development of urban villages, and walkable centres. An integrated mix of living, working and recreation, these hubs of activity will include housing that is affordable, nature, parks and recreation facilities, schools, health centres, libraries, multi-purpose plazas, commercial opportunities and protective services - all vital for developing vibrant, affordable and resilient communities.



Programs

City Shaping will optimize the opportunity for City programs and services along the Green Line. Opportunities to provide programming such as free afterschool programs, environmental education, fitness programs and safety education programs, encourages healthy and active lifestyles, supports inclusion, diversity and accommodates the needs of an aging population.

OUR APPROACH

WHY INVEST IN CITY SHAPING

City Shaping will be successful when purposeful planning for communities occurs in concert with planning for the Green Line LRT infrastructure project. This Framework's approach reframes The City's investment in transit infrastructure, utilizing this opportunity as a platform to discuss with communities the future as they see it. It provides an opportunity for all levels of government to reframe their collective investment approach to leverage funding and support investment in City Shaping initiatives.

Stations will be gateways to communities, connecting citizens through various modes of transportation to the people, places and programs that make Calgary a great place to make a living and a life. This investment will position The City to maximize the benefits of transit infrastructure to enable people of varying ages, incomes, interests and lifestyles to easily meet their daily mobility needs. It will demonstrate the value of community services and the contribution it makes to life in communities along the Green Line.

A NEW APPROACH

The quality of life indicators that frame the circle defines the conditions of well-being in Calgary. This Framework has been developed on the foundation of The City's long term strategic direction (*imagineCalgary*) and objectives laid out in the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) to provide a guide to:



- Initiate greater coordination, collaboration and partnership between the community, building partners that have investments and/or interests along the Green Line corridor
- Formalized the deliberate integration of City Shaping approaches into the overall Green Line program
- Act as a guide to drive investment priorities
- Showcase the wealth of projects, initiatives and work currently underway that can be catalysts towards improving and achieving a better quality of life for the citizens the Green Line will serve
- Be a proactive plan that capitalizes on opportunities and the leveraging potential of this infrastructure project in a way that has never been done before

GOALS OF CITY SHAPING

The goals of City Shaping are the aspirations under each quality of life indicator. These goals provide meaning to the four conditions of well-being that are important to Calgarians.



OUR APPROACH



GUIDING PRINCIPLES

The City Shaping guiding principles set the foundation for this Framework and guide the implementation of the goals and strategies.

City Shaping initiatives will:

1. Utilize a Community Based Approach

City Shaping will work collaboratively with communities to plan for programs, services and facilities, acknowledging that each community is unique and needs will shift and change over time.

2. Strategically Collaborate & Coordinate Investment in Civic Infrastructure

City Shaping will foster on-going internal and external collaboration to identify synergies, and leverage resources and expertise to maximize the impact of initiatives in communities.

3. Use Public Investment as a Catalyst for Development

City Shaping will strategically coordinate investments in community redevelopment and new initiatives, specifically public facilities and housing, when required. This will increase the attractiveness of communities and stimulate development, acting as a catalyst for diversified investment in support of complete communities.

4. Foster & Build Partnerships

City Shaping will seek out partnerships with other levels of government, not-for-profit organizations and the private sector to enhance public investment in community services along the Green Line.

5. Learn from Experience

City Shaping will focus on continuous improvement, learning from past projects, to maximize the benefits of future community initiatives.

6. Acknowledge Long-term Benefits

The City will acknowledge that the City Shaping benefits of the Green Line are long-term, and proactively planning for future initiatives now will enhance the overall quality of life in communities into the future.

EXAMPLES OF GUIDING PRINCIPLES IN ACTION



This is My Neighbourhood

Utilizing a community based approach, residents worked with The City to identify and work together on ways to improve their neighbourhoods. Over 100 programs, services and small-scale improvement projects were achieved in 14 communities, including one along the Green Line. It is currently working with 14 new communities, including two along the Green Line. City Shaping will build on this program that is rooted in the guiding principles outlined.

Inglewood East Core Feasibility Analysis

This City Shaping project is a partnership initiative between the public and private sector. Inglewood is a catalyst site for the potential development of affordable housing, market housing and a fire hall. Using a **community based approach and strategic coordination**, the feasibility work is underway. Leveraging both public and private sector funding, this site will



Multi-Use City Facilities

The City's Integrated Civic Facility Planning (ICFP) program is **building internal and external partners** to define a process, common standards, governance and a funding model that supports integrated planning and delivery of City facilities. The program looks to achieve favorable economies of scale, by building multi-use facilities where appropriate and enhancing overall services to citizens. The Green Line 64th Ave station and adjacent City facilities is the first site along the Green Line to be examined by ICFP in collaboration with Transit, TOD, and City Shaping teams (outlined on page 28).



Learning from Westbrook Station-Blue Line LRT

Westbrook LRT station includes a new library development for Calgary. A partnership between Calgary Transit, Calgary Public Library and the private sector, made possible a library with transit office space on top and café located on the main floor. Recognizing this initial success at Westbrook there are also valuable **learnings The City can apply** along the Green Line. For example, development of the station area takes time to foster and seek out partnerships. Each community is unique and will change over time. Planning for flexible spaces, and limiting the ability to program space is an important lesson learnt.

BEST PRACTICES

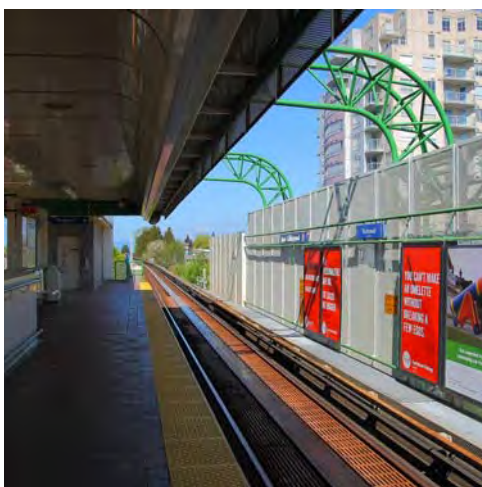
LEARNING FROM OTHERS

In developing the City Shaping Framework, significant research was conducted to examine cities within Canada, the US and internationally. This included a review of practices used by municipalities to leverage transportation infrastructure projects to alter and shape their development. This research has been used to inform this City Shaping Framework while recognizing our unique Calgary context. Highlighted below are best practices from six cities of particular interest.



Gold Coast—Australia

A regional transportation network connecting the Gold Coast, known as G-Link, was a catalyst for the introduction of city building as part of their transit corridor project. With partners, the project connects major destinations with an end goal of creating a variety of uses and quality public spaces along the line. Both quantitative and qualitative indicators to assess the city building benefits were established and used throughout the implementation process (Gold Coast Rapid Transit, 2011).



Vancouver—Canada

In the market driven development at the Joyce-Collingwood Station, a partnership between industry, the transit authority, regional authorities and The City enabled innovative changes such as re-zoning of land to allow for mid-high rise apartments, and relaxed parking minimums. This resulted in better connections and shorter commute times. Joyce-Collingwood Village has a 56% transit mode share, and 24% fewer households own two or more vehicles (compared to the rest of Vancouver) and residents had shorter average commute times (Joyce-Collingwood Station Precinct Plan, 2016).



Ottawa—Canada

Ottawa is promoting compact city policies that accommodate population growth and housing, and focusing on diversifying activities that secure economic growth. For example: increasing or redirecting intensification to areas with high level of transit service; encouraging sustainable and affordable mobility with the development of a new light rail transit (LRT) network by 2018; transit projects which aim to connect populations on both sides of the river by providing connection points through public transit systems (Ottawa Resilient Cities, 2015).

COMMON THREAD

What is common to all cities is a clear, purposeful and shared vision for their future. This serves as a collective path and purpose for all stakeholder groups to get behind.



Portland—USA

Portlanders pride themselves on providing viable options to improve quality of life and act as an economic driver for the metro region. One example is the redevelopment of the Portland Transit Mall, located along the MAX Green Line LRT. This is a unique 1.2-mile couplet of one-way streets that lie at the cultural and economic centre of Portland. Much of the demolition material was recycled, salvaged, reused and transformed into artwork. Creating over 100 separate elements, public art was a key component in the revitalization of the downtown Portland Transit Mall (Portland Transit Mall, 2004).



New York—USA

New York's Department of Transportation launched many initiatives including redeveloping poorly used spaces into active public spaces which provide opportunities for culture, art, and music. A Public Plaza program was launched to create new open spaces in every community. Working with select organizations, neighborhood plazas were created throughout the city to transform underused streets into vibrant, social public spaces. The Plaza Program is a key part of the City's effort to ensure that all citizens live within a 10-minute walk of quality open space (New York City Sustainable Streets, 2009).



Denver—USA

Denver has placed a large focus on economic development and growth, through an economic strategy. The focus of the strategy was on integrating economic vitality principles and an organized economic development structure, in order to address and enable the economy to adapt to change. Partnerships was key as part of this work, as the strategy addresses workforce, business and quality of life, which are all requirements of a strong economy. The region's economic development initiatives are winning several high profile company relocations and expansions. In 2016 Denver saw an increase of 6,000 new jobs, 33 companies relocated and/or expanded, and \$748 million dollars of capital was invested in the Denver Economy. (Regional Economic Strategy, 2014)

THE CALGARY CONTEXT

TRENDS



It is expected that Calgary will double its population within the next 60 years, reaching a population of over two million people. Based on trends prevailing over the past 20 years, Calgarians continue to value greater choices when deciding where to live, work and play, as well as how to move around Calgary. Population changes specific to Calgary present unique challenges.

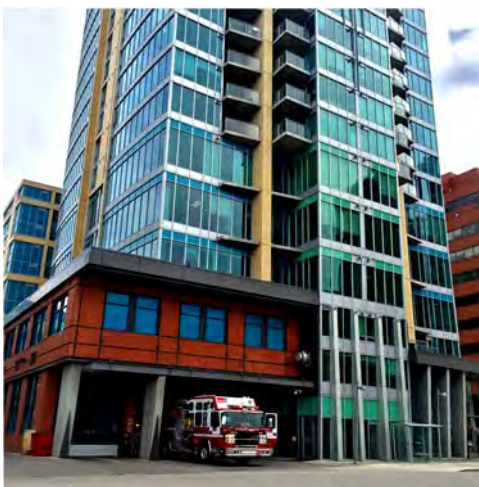
Although Calgary is a young city, with an average age of 36, lower than the national average, from 2011 – 2021 it is estimated that the **senior population** (65+) will increase by about 55 percent¹. As Calgary's population continues to age, services will be challenged to respond to the needs of an older population. This includes a growing need for accessible housing, transportation, and public spaces.



As the population ages, the number of **persons with mobility challenges** will also continue to rise.² Providing public and private environments that are universally accessible will be of increasing importance.

Levels of fitness and physical activity among Canadian adults, children and youth are low, and continue to decline, resulting in compromised health.³ Providing opportunities to increase physical activity, linked with transit, will continue to be important.

The **non-profit sector** continues to adapt to organizations and funding challenges, with coalitions, partnerships and new forms of collaboration emerging. These include public-private partnerships, as well as increasing linkages between sectors of compatible objectives.⁴



Housing affordability and availability has become a major concern in Canada, and Calgary is no exception.⁵ The City, in partnership with other levels of government and the non-profit sector, is trying to address the long waiting list for affordable housing by creating more affordable units.



As Canadian cities are beginning to follow similar trends to cities like New York, Paris, and London, it is anticipated that **renting and a move towards higher density accommodation will become more prevalent.**⁶ At the same time there is a need to develop a flexible housing stock that is culturally diverse, accommodating multi-generations, collective living, and large families.

The growth of Calgary's foreign born population has outpaced that of cities of comparable size, and is ranked among one of the fastest growing in the country.⁷ Between 2006 and 2031, Calgary's **immigrant population** is expected to increase from 24 percent to 30 per cent. The growth of cultural diversity is changing the public demand for recreation, cultural and community activities.



Calgary's economic climate is shifting to attract new industries such as film, transportation and logistics.⁸ The employees of the new businesses attracted to Calgary could increase the demand for recreational and cultural activities, as well as provide new energy to community and volunteer activities.

Younger generations are less inclined to obtain a drivers license. In Canada fewer driver's licenses are being issued, as people between 16-34 years old⁹ years of age are instead **choosing to use other modes of transportation.**



“The City Shaping work that Community Services is doing in order to create complete communities will involve City investment—this is good strategic planning.”

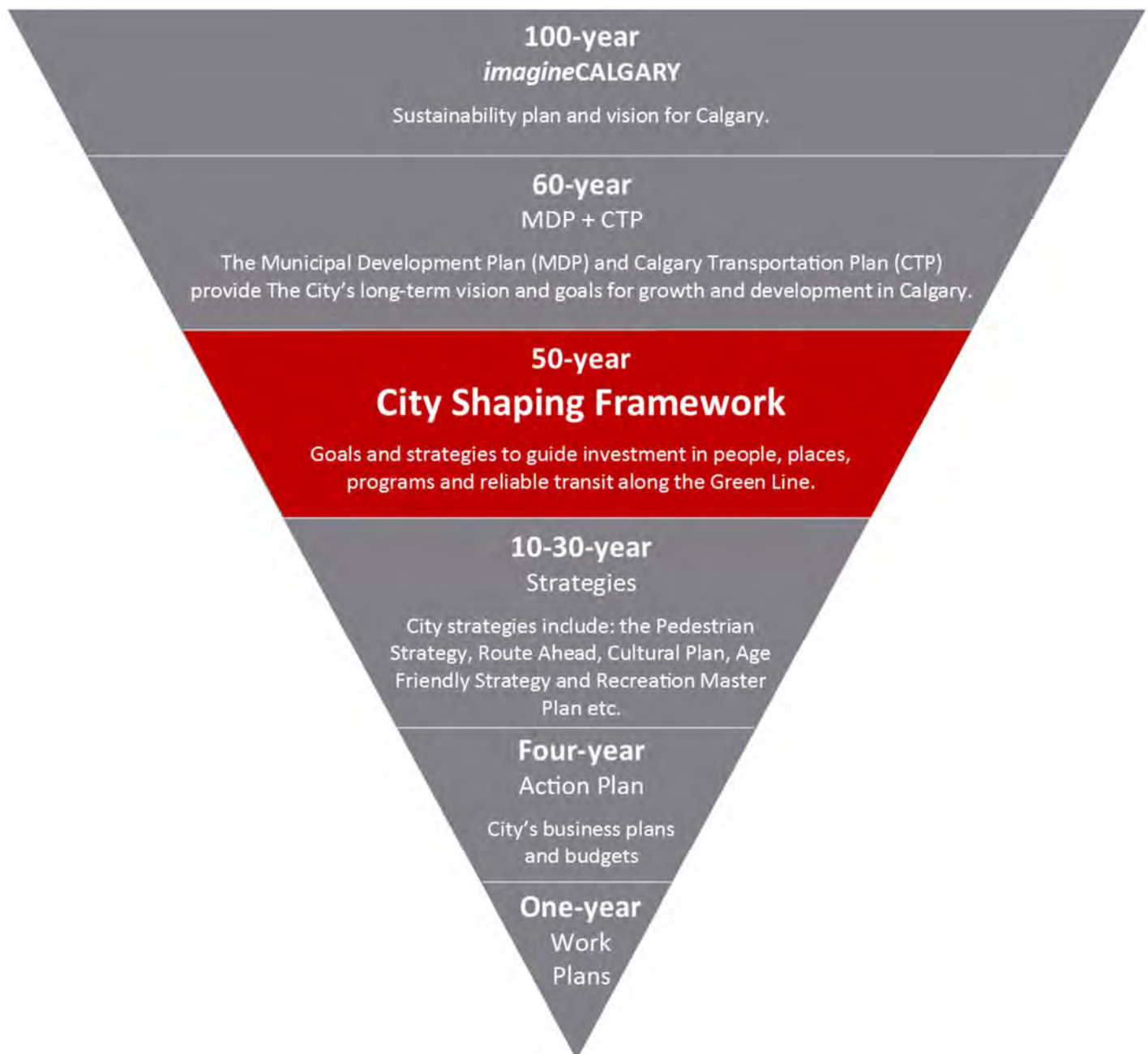
- Chair of the Standing Policy Committee on Community & Protective Services

THE CALGARY CONTEXT

STRATEGIC ALIGNMENT

All relevant City plans, policies and strategies were reviewed during the development of the City Shaping Framework, including *imagine*Calgary, Municipal Development Plan, Calgary Transportation Plan, Seniors Age-Friendly Strategy, Enough For All, Corporate Affordable Housing Strategy, 10-Year Economic Strategy, Recreation Facility Development Enhancement Study, Cultural Plan for Calgary, White Goose Flying, Route Ahead and many more.

This review ensured that these City Shaping goals and strategies were based on Council approved policies and that this Framework aligned with The City's long term strategic direction. Initiatives to accomplish the City Shaping goals and strategies are anticipated to continue over the next 50 years.



CITY SHAPING FRAMEWORK

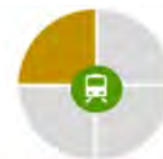
The overall outcome of the City Shaping Framework is to positively impact the quality of life for Calgarians.



GOALS & STRATEGIES

GOAL **EQUITABLE & INCLUSIVE**

People living in communities along the Green Line have affordable access to housing, transit, social and community services increasing prosperity and vitality.



STRATEGIES	<p>Reduce physical, social and economic barriers to enhance access to jobs, education, community programs, services and facilities that accommodate all generations.</p>	<p>Protect, support and improve housing affordability in communities in support of a mix of incomes in all neighbourhoods.</p>
WHY IS THIS IMPORTANT?	<ul style="list-style-type: none"> ● Social isolation is a significant issue in the Seniors Age-Friendly Strategy (City of Calgary). Older adults that are socially isolated are at higher risk for loneliness, depression and other mental illness, chronic disease, suicide, inactivity, reduced wellbeing. ● Without access to reliable public transit, people may have to limit travel to employment, programs, services and amenities because driving can be cost prohibitive. ● Calgary is a home to many immigrants from around the world. Public transit use is higher among recent immigrants than Canadian born population.¹⁰ ● Accessible public transit contributes to the personal mobility of people with disabilities. The number of people with disabilities will increase as the population ages. 	<ul style="list-style-type: none"> ● Households located near rapid transit spend a lower proportion of income on transportation ● Households living in non-market housing* are not using vehicles to the same extent as the rest of Calgary’s population and need access to other forms of transportation. ● Affordable and physically accessible public transportation is important for all Calgarians, especially those who do not have access to or are unable to use private vehicles due to limited finances, disabilities, functional limitations, age, or other factors. <p><small>*Non-Market Housing: rental or for-sale housing provided for income groups not served by the private market. It is typically made affordable through public and/or non-profit ownership of units, or through rent supplements that allow low-income households to access housing in the private market.</small></p>

2016 & 2017 FACTS

The cost of a standard monthly pass for Calgary Transit is \$101. A Low Income Monthly Pass reduces the cost on a sliding scale basis, with the cost of a monthly pass ranging from \$5.05 to \$50.50 per month.



- 88 %** of Calgarians think that community services such as support for community associations and not-for-profit groups is important¹⁰
- 76 %** of Calgarians think that social services for individuals such as seniors or youth are very important¹¹
- 9.7 %** of Calgary’s population has a disability¹²



1 in 5 households need some kind of assistance with the cost of housing. Of these, 15,000 households are spending more than 50% of their income on shelter and earning less than \$20,000/yr.¹³

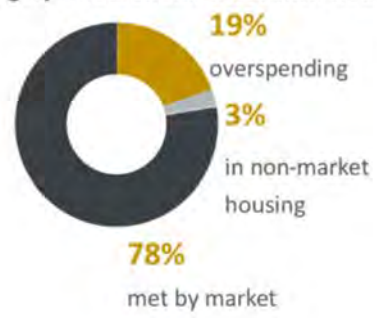
71 %

Percentage of Calgarians who think that affordable housing for low income families is very important.¹⁴

96 %

Percentage of Calgarians who agree that The City should invest more or the same amount in affordable housing for low-income families.¹⁵

How Calgary’s households meet their housing needs ¹⁶



EQUITABLE & INCLUSIVE POTENTIAL ACTIONS***Along the Green Line, Equitable & Inclusive could mean...**

- Incorporating non market housing as a condition of municipal land transactions around transit stations
- Doubling the supply of non-market housing in 15 years to meet the current need, but also assist in economic development in local communities
- Implementing a proactive land strategy that includes non-market housing to leverage lower land costs at stations where affordable lifestyles will be made possible
- Continuing to offer free library programs for families and Newcomers to Canada
- Identifying and eliminating barriers that might prevent people with disabilities from accessing stations
- Working with partner organizations to expand the acceptance of Fair Entry as proof of income for subsidy of programs or services
- Promoting The City's subsidized programs and services, like Calgary Recreation's Fee Assistance Program and Calgary Transit's Low Income Monthly Pass
- Providing a variety of different housing to accommodate singles, families, seniors, multi-generational families and people with disabilities
- Customizing area amenities and programming to fit the area demographics and community needs and desires

* in no particular order

** visual representation only

GOALS & STRATEGIES

GOAL HEALTHY & ACTIVE

People living in communities along the Green Line are physically active, have good mental health, and live near quality natural environments.



STRATEGIES

Enhance access to a full range of health, parks, culture and recreation services, infrastructure and facilities.

Protect and strengthen the biodiversity, urban forest and natural areas.

Enhance connections between and within adjacent communities, encouraging active modes of transportation and increasing physical activity.

WHY IS THIS IMPORTANT?

- Research demonstrates that there is a direct link between human wellness and access to high-quality open space and recreational opportunities.
- Contact with nature has been found to lower blood pressure, strengthen the immune system and mitigate diseases and reduce stress levels.
- Key factors in active ageing is the ability to move about the city or one's community, affecting social and civic participation and access to community and health services.

- Green infrastructure, including parks and open spaces, provide essential services including storing carbon, supporting water and air purification, as well as storm water.
- Flood management reduces the risk and impact of natural disasters and disease regulation, and provides natural habitats.
- Natural spaces can be used for environmental education programs to foster future stewards of the environment.

- Physical inactivity and sedentary behaviour is associated with a variety of chronic health concerns
- Access and proximity to recreational facilities and green space have been associated with participation in physical activity
- People's wellbeing is associated with social connectivity and community sense of belonging
- Cities that have invested in active modes of transportation including walking and cycling have found they can attract and retain new residents

2016 & 2017 FACTS



Albertans that have access to a place to be physically active were 2.54 times more likely¹⁷ to be sufficiently physically active.

3 in 10



citizens use off-leash parks¹⁸

90%

Amount of time Canadians spend indoors¹⁹

88% of Canadians support protecting the environment²⁰



7 Million

Approximate number of trees in the City of Calgary²¹

8.2%

Urban forestry canopy coverage²²



Roughly 1 in 2 Calgarians report they are not physically active enough to achieve health benefits from being active²³



24min/day

Light Rail Transit users decreased their body mass index by an average of 1.18 compared to non-LRT users because they spent more time walking.²⁴

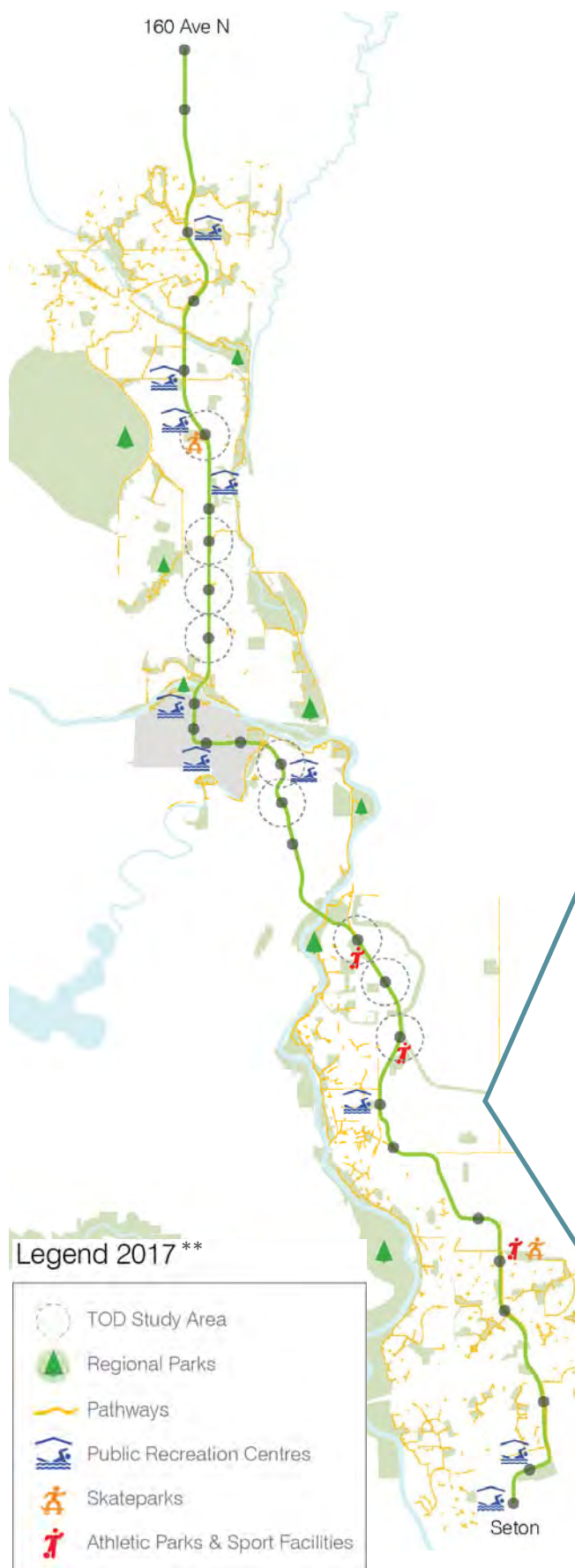
HEALTHY & ACTIVE POTENTIAL ACTIONS*

Along the Green Line, Healthy & Active could mean...

- Developing strategies (e.g. missing pathway links) to promote activity corridors and/or walking/cycling routes along the Green Line
- Building community hubs by co-locating public infrastructure such as recreation facilities, arts and culture spaces, parks, libraries, education, and health care facilities
- Promoting unstructured play opportunities
- Developing awareness campaigns for sustainable and active modes of transportation
- Prioritizing the implementation of the Sport Field Strategy in Green Line communities
- Prioritizing the replacement and/or redevelopment of deteriorating, inadequate, and costly facilities along the Green Line with optimized, integrated facilities
- Prioritize the clearing of ice and snow on pathways connecting to the Green Line
- Connecting recreation and parks infrastructure to multiple community destinations to encourage active transportation and moderate physical activity
- Encouraging pet-friendly infrastructure and facilities in the design of outdoor public spaces including designated off-leash areas and pet-friendly plazas

* in no particular order

** visual representation only



GOALS & STRATEGIES

GOAL SAFE & RESILIENT

People living in communities along the Green Line feel prepared, safe and protected.




STRATEGIES	Maintain or improve the Council approved emergency response times in communities along the Green Line.	Promote and maintain safe and healthy behaviours that support effective emergency responses, and provide education on prevention and protection from dangers and vulnerabilities.	Ensure that residents along the Green Line understand what to do in the event of an emergency.
WHY IS THIS IMPORTANT?	<ul style="list-style-type: none"> ● First-in unit response times are an important marker of citizen safety and service. ● Increased travel times for emergency response are often due to changes in road configurations, congestions, and increased service areas ● Densification of population means greater numbers of incidents occurring in more heavily populated areas 	<ul style="list-style-type: none"> ● Neighbourhoods that are outward looking and inclusive of its residents are more likely to be a deterrent to crime ● Caring and safe communities help to offset some of the costs of policing and crime prevention ● Calgarians are kept safe through public education and training programs on fire prevention and safety, safety inspections and bylaw enforcement ● Working with communities on community risk reduction strategies alleviates fears people have and supports safety in communities with LRT 	<ul style="list-style-type: none"> ● Being prepared for an emergency can save lives, limit property damage and lower the cost of recovery ● Ensuring residents know what to do during emergencies is a fundamental part of a resourceful community and is integral in creating a resilient Calgary

2016 & 2017 FACTS

85 % first-in unit response within 7 minutes at fire suppression incidents²⁵

90 % first-in unit response within 7 minutes at emergency medical incidents²⁶

The Calgary Fire Department typically experiences **46** incidents per **1,000** citizens.²⁷



\$1= \$2-4

The Fire Safety and Inspection Programs create \$2-\$4 in value to the public for every dollar invested²⁸

↓ 21 % The Calgary Fire Department was called to fewer fires in 2016 than in 2015²⁹


95% of bylaw complaints are resolved through education and voluntary compliance.³⁰

84 % Of Calgarians feel safe walking alone in their neighborhood after dark.³¹

In 2016³² Calgary was selected as one of 100 resilient cities by the Rockefeller Foundation, joining a global framework around a city's ability to survive, adapt and grow.

PIONEERED BY THE ROCKEFELLER FOUNDATION

100 RESILIENT CITIES



SAFE & RESILIENT POTENTIAL ACTIONS***Along the Green Line, Safe & Resilient could mean...**

- Ensuring ongoing safety and effective response in communities around LRT stations
- Animating spaces through public art and cultural experiences to generate a sense of safety through use
- Investing in enhanced communication technology to support operational response
- Increasing operational coordination and resource sharing with Calgary Police Service
- Targeting prevention and safety education and awareness programs to vulnerable populations such as seniors, recent immigrants and low income individuals and families
- Identifying potential issues (blocked access to neighbourhoods, train crossing pre-emption, emergency access to tunnels) and means of issue mitigation
- Ensuring adequate location of hydrants and street access to developed areas for emergency response within Council-approved response time goals
- Ensuring risk assessments are conducted on infrastructure

* in no particular order

** visual representation only

GOALS & STRATEGIES

GOAL VIBRANT & THRIVING

People living in communities along the Green Line have access to cultural destinations, local spaces that foster cultural activities, and a connection to Calgary's heritage.



STRATEGIES	Ensure the community spaces near Green Line stations are designed to strengthen sense of place and encourage social gathering, and cultural and recreational activities.	Conserve, integrate and highlight Calgary's built, natural and indigenous heritage into transit and community spaces.	Create new opportunities for business and culture outside the core.
WHY IS THIS IMPORTANT?	<ul style="list-style-type: none"> Public spaces, including parks, recreation facilities and libraries, play an integral role in fostering relationships and strengthening community's sense of belonging. Fostering relationships between people is critical for building social capital in communities, along the LRT line, making residents happier, more caring and respectful. Making cultural events more accessible to residents along the Green Line contributing to the animation of spaces. 	<ul style="list-style-type: none"> Develop a deeper understanding of Calgary's history and culture within communities along the Green Line. Encourage public artists to develop site specific artworks in communities along the Green Line. Calgarians support the conservation of built heritage which brings character, and a sense of place to streets and public spaces. 	<ul style="list-style-type: none"> The Green Line is an opportunity to connect cultural resources and spaces. The LRT network brings people and organizations, animating these spaces. Support tourism, businesses and investment to create thriving communities along the Green Line. Provide an opportunity to attract and develop artistic and cultural capacity, further diversifying the local economy.

2016 & 2017 FACTS



30% of Calgarians agree that they are regularly involved in neighbourhood and local community events³³

88% of Calgarians are proud to live in their neighbourhoods³⁴

1 in 2

Calgarians associated some form of festivals and events as important to their lives³⁵



Natural heritage resources are highly valued with **2** of every **5** Calgarians associating parks, natural landscapes and trails as part of their quality of life³⁶



1,400+ cultural and natural heritage resources across the city (heritage properties, public art, cultural landscapes, parks, gardens and natural landscapes)³⁷



of Calgarians agree that public art is an important part of transit stations, along our rivers, in parks, along roads and public facilities³⁸

There are approximately **525** cultural facilities and spaces across the city (places of worship, community halls, cultural centres)³⁹



More than **80%** of Calgarians indicated that culture was either very or somewhat important to them⁴⁰

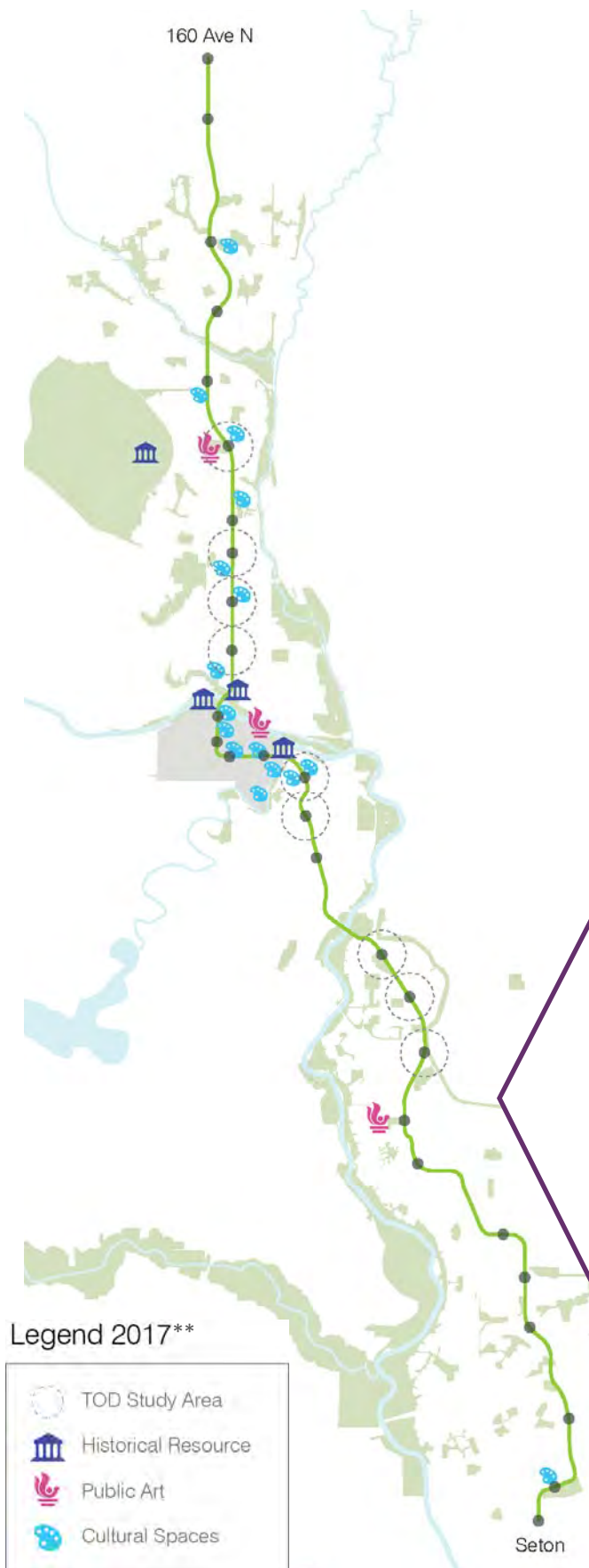
VIBRANT & THRIVING POTENTIAL ACTIONS*

Along the Green Line, Vibrant & Thriving could mean...

- Encouraging community events during road closures needed for construction of the Green Line
- Installing public art in neighbourhoods, encourages artists to develop site specific artwork that responds to the community context
- Engaging with community, business and economic partners to strategically plan for economic growth and development
- Incorporating local historical elements and cultural assets into the public realm
- Exploring the development of affordable live and work spaces, and shared work space to support cultural organizations, artists and creative industries
- Facilitating city-wide and community-based festivals and events
- Integrating high quality usable park spaces, programmable plazas, and streetscapes into TOD design and Green Line transit stations
- Ensuring regional parks function with amenities that support LRT access
- Strategically co-locating civic facilities
- Working with community organizations to support cultural activities, sporting events and community celebrations.

* in no particular order

** visual representation only



PROOF OF CONCEPT



City Shaping



Collaboration



**Vibrant
Neighbourhood
Hub**

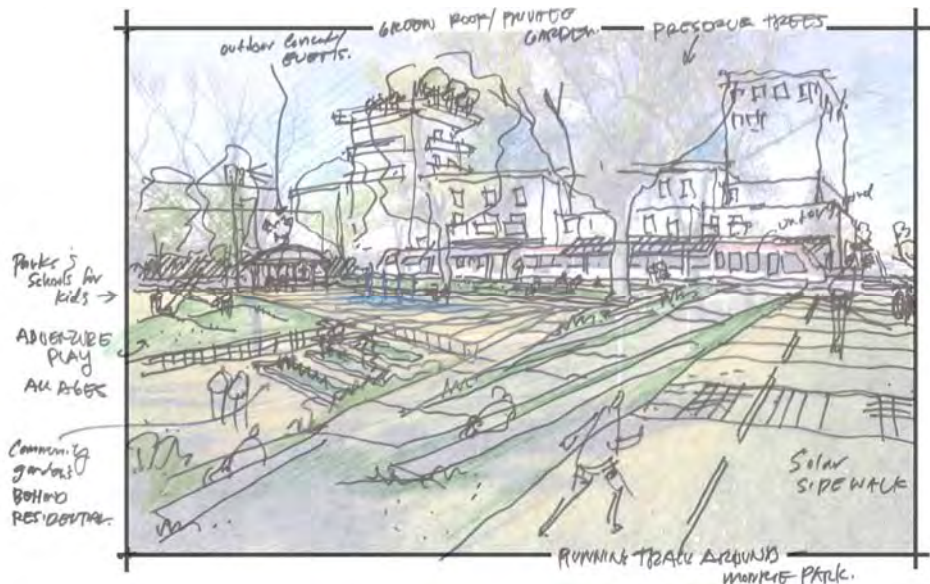
CASE STUDY—64TH AVENUE THORNHILL MULTI-USE CENTRE

The Thornhill Civic Centre Redevelopment project is looking at future plans for the replacement of several City of Calgary facilities. The site is located adjacent to the future 64th Ave Green Line station, in a well-established community.

The City Shaping team is embedded in the project team for this redevelopment. As this is one of the Integrated Civic Facility Planning (ICFP) Learning Projects, City Shaping will use it as a learning project as well, imbedding the goals of this Framework in the work moving forward.

Obtaining practical outcomes and tangible feedback to build knowledge and understanding of City Shaping at work. The City Shaping team will take these learnings and apply them to other station areas along the Green Line.

The 64th Ave station provides a great opportunity to examine the public facilities and its surrounding uses, review services, community infrastructure, connections to the neighbourhood and the future housing redevelopment and regeneration. The collaboration between ICFP and City Shaping brings the community based approach to the project, emphasizing what is valued by citizens. The Thornhill Civic Centre Redevelopment project will develop a master plan that will explore the phasing of construction, the availability of capital, and other requirements. This master plan will address the opportunity created by the investment of public funds as a catalyst to stimulate private development, through direct participation on the site and in the surrounding area. Learnings from this project may establish a model for future opportunities for co-development on the Green Line.





“Public transit is part of what brings neighbourhoods to life, and part of what lets us people from across the city experience those neighbourhoods. That is what the Green Line is going to do.”

- Calgary Citizens, 2016 Feedback on Green Line



NEXT STEPS

CITY SHAPING WORK PLAN

This Framework is only the first step. The development of a City Shaping strategic implementation plan will investigate and outline how to achieve the outcomes, goals and strategies of City Shaping. It will guide the identification of opportunities, the development of measurable targets and investment priorities in communities along the Green Line. Coordination and collaboration within the Green Line program will be a key component of this work, finding efficiencies in delivering on all four layers. Efficiencies gained in the areas of identifying priority sites within stage 1 of construction for the Green Line LRT, infrastructure investments, strategic land purchases, policy creation, staff resources, and funding strategies will allow key implementation elements to be bundled and to proceed in a comprehensive manner. Efforts may occur simultaneously or independently of Green Line construction. The following are some key areas of implementation:

- Develop partnerships with industry and public institutions to identify priority areas and coordinate with other existing City initiatives and TOD sites
- Identify viable scales of development and locations along the Green Line
- Identify catalyst sites for City investment
- Develop a strategic land acquisition strategy for civic facilities and housing
- Identify short, medium and long term actions
- Develop performance measures linked to City Shaping goals and strategies
- Track and report TOD and City Shaping impacts, aligning with corporate quality of life and population indicators



PARTNERSHIPS & ENGAGEMENT

Partnerships and engagement are an essential part of the City Shaping process. Utilizing a cross-disciplinary corporate team the Framework was developed, through engagement and outreach with key internal stakeholders, civic partners, external partners, civic survey results and additional Green Line program engagement.

Engagement will continue with a focus on what is important to citizens and partners. Development of the strategic implementation plan, with specific strategies and actions, will take time and effort and require key partnerships. Community Services will continue to collaborate and foster partnership with various City departments, Civic partners, industry, non-profits, institutions and citizens.



To date, partnerships and engagement have built a strong foundation for the City Shaping Framework and the Green Line long term vision. The department of Community Services is looking forward to the future and what City Shaping will bring to Green Line communities to benefit citizens now, and for years to come.

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