

## **Green Line City Shaping Update**

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### **EXECUTIVE SUMMARY**

This report provides an overview of City Shaping within the Green Line Project (Attachment 1), an update on work undertaken since the approval of the City Shaping Framework (the Framework) in 2017 June, and a look ahead to future work as identified in the City Shaping Implementation Strategy (the Strategy). The Strategy was completed as per 2017 June Council direction and an overview of the Strategy is included as Attachment 2.

City Shaping forms Layer 4 of the Green Line Project. Within this layer, Administration has developed a City Shaping Implementation Strategy with three main work streams: *Project Input*, *Community Support*, and *Community Enhancement Projects*. The work streams were developed through internal engagement, senior leadership oversight and using direction laid out in the Framework. The initial phase of the City Shaping Implementation Strategy is focused on keeping pace with the Green Line project execution and construction timelines and advancing the goals outlined in the Framework. Alignment from early project stages is vital in order to reduce costly retrofits, provide meaningful design input, promote a forum for enhanced transit experiences, and leverage the investment in the Green Line through building partnerships.

Work in two of the three work streams will be captured within the Green Line Project and current funding envelope:

1. *Project Input*: Infrastructure design, station integration and contract document influence
2. *Community Support*: Foster and build partnerships to leverage initial funding commitments, and pilot programming and activation at existing transit stations

The third work stream will form part of a funding request for planning, feasibility and implementation dollars in the next business cycle 2023-2026:

3. *Community Enhancement Projects*: Identification of infrastructure, programs and services needed to support communities along the Green Line

City Shaping work remains a priority and an integrated, people-focused approach will ensure a transit system that enhances the daily lives of Calgarians. Early investment in City Shaping will benefit citizens who use transit and live in the city for generations to come.

### **ADMINISTRATION RECOMMENDATION:**

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

1. Direct Administration to provide status updates on City Shaping project inputs through Transportation and Transit Committee as part of the regular Green Line updates.
2. Direct Administration to report back through Transportation and Transit Committee no later than 2022 Q3 with an update and resource ask for the Community Enhancement Projects portions of Green Line City Shaping work.
3. Direct Administration to bring this report forward to the 2018 December 17 meeting of Council along with the associated report from the SPC on Transportation and Transit (TT2018-1335).

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

In 2017 April (CPS2017-0270), City Shaping was defined as the fourth layer of the Green Line, as an approach to achieve outcomes linked by transit with a focus on people, places and

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programs. This 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. On 2017 June 26 (CPS2017-0469), Council approved the approach of the City Shaping Framework and directed Administration to report back through the SPC on Community and Protective Services no later than 2018 Q2 with a City Shaping Strategic Implementation Plan that delivers City Shaping priorities and resource needs for the 2019-2022 budget cycle. In 2018 Q2 a deferral report was approved due to new Green Line leadership and the project execution plan underway. City Shaping has been reported on in quarterly reports to Council including: 2016 March (TT2016-0220), 2016 June (TT2016-0483), 2016 September (TT2016-0705), 2016 December (TT2016-0927), and 2018 March (TT2018-0145).

### **BACKGROUND**

The significant investment in the Green Line is recognized as a prime opportunity to enhance the quality of life for Calgarians. The long-term vision of the Green Line was approved by Council and funding for the construction of Stage 1 has been committed from all three levels of government. Approved in 2017 June, the City Shaping Framework was part of a long-term vision for a holistic approach to improving communities connected by transit, with a focus on people, places and programs. Attachment 1 provides an overview of the Framework.

In 2017 June, Council directed Administration to complete a City Shaping Implementation Strategy and that work has been undertaken with an overview in Attachment 2. The City Shaping work continues to be a collaborative endeavor between Transportation, Community Services and Planning and Development. As the Green Line Project moves forward with the first stage of construction, the implementation of City Shaping goals and strategies will be an important component of the workplan and project execution to ensure delivery of the outcomes in the long-term vision. Purposeful and intentional investment in the social fabric of the Green Line Project has the potential to strengthen people's connection to one another, their community, transit and their City.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

City Shaping initiatives carried out between 2017 Q3 to 2018 Q4 have been guided by the Implementation Strategy and are focused on three main streams of work:

1. **Project Input** involves informing the infrastructure design, station integration and contract documents with a people first approach.

The first work stream is currently resourced and City Shaping will continue to influence the infrastructure design, station integration and contract documents. Infrastructure requirements need to consider people and their day to day practices, ideally enhancing their daily experience, as well as future proofing of stations and station plazas as the needs of citizens evolve. This includes consideration of design elements such as public amenities, wayfinding tools, enhanced landscaping, utilizing gender based analysis plus (GBA+), etc. with the goal of programming transit plazas, hosting festivals and events, increased seasonal use of the spaces, and use of the space by community and businesses. Improvements for people in city spaces, including transit spaces is about good design. Good design is not only about aesthetic improvements, it is about improved quality of life, economic growth, and equity. Work in this stream will also focus on defining metrics to measure the City Shaping success on opening day and into the future.

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In collaboration with Calgary Transit, City Shaping is finalizing a Green Line Event Framework. The primary focus is to provide a guide for Calgary Transit on how to facilitate non-transit activity or events (community, City or other interested party) within the various Green Line station areas. Project Input also involves continued collaboration with Community Planning on the Green Line Area Redevelopment Plans and the City-Wide TOD Strategy. With the goal of supporting community growth and City investments, work has been done to ensure policy development and land use for Transit Oriented Development (TOD) sites are aligned with City Shaping outcomes.

2. **Community Support** is focused on people's experience on transit as well as community integration with the station areas.

*Community Support* is the second stream of funded work. It will focus on fostering and building partnerships and programming and activation of transit plazas in existing stations ahead of Green Line construction. It is important to promote transit spaces as publicly accessible spaces and create positive transit experiences early on in order to build buy in from communities and transit users. Progress in this work stream has been made by leveraging resources within The City and by collaborating with cross-corporate teams. Leveraging current funding commitments within the project envelope in order to realize City Shaping goals is an opportunity that requires meaningful consideration. A comprehensive strategy for partner outreach will be developed to guide City partners and other organizations to investigate alternative funding sources. Drawing on the capacity and expertise of other partners will allow City Shaping initiatives and design elements to be realized at the design stage and will minimize the financial risk of change orders to the Green Line contract.

In 2018 April, two events were held at the Westbrook LRT Station, in collaboration with Calgary Transit, and in 2018 July one event was held at the Sunalta Station, in collaboration with Urban Strategies and the University of Calgary. The first event saw the Nirvana Academy of Violin transform Westbrook Station into a music hall on a Saturday morning. The second event was a two-day Trunk Show (citizen-led market collective). The third event was a pop up lab for the month of July, which featured large scale passive infrastructure, called Furbaniture.

Another recent partnership between the City Shaping team and Design Talks (d.talks) has resulted in an international ideas competition focused on movement, mobility and the human connection to place. 2019 Q1 will mark the completion of the ideas competition and is an opportunity to highlight The City and the Green Line on the international stage.

Work over the next four years will be focused on how best to program and activate transit plaza space, including researching best practices, pursuing additional pilot projects on our existing LRT lines to apply lessons learned to Green Line, and utilizing a community-based approach in the development of placemaking and programming along the Green Line.

3. **Community Enhancement Projects** will involve the identification of infrastructure, programs and services needed to support communities along the Green Line.

*Community Enhancement Projects* is the third stream of work and comprises the portion of City Shaping work to be largely carried out in the next business cycle. These enhancements will include supporting physical infrastructure, programs, and services in the communities along the Green Line. These unfunded portions of City Shaping work are still a priority and it is critical that these items be funded at the right time within the broader Green Line Project timeline. A funding request for planning, feasibility and implementation dollars will come forward in the next business cycle (2023-2026).

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The focus of work in this area has been on linking Community Services projects and defining opportunities for programming and service delivery along the Green Line. By examining the effect of mass transit on how community services can be planned, delivered and evaluated, City Shaping will help direct future investment strategically to where it is needed most. An example of this work is Administration's coordination and collaboration with Calgary Housing to deliver the equitable and inclusive strategies that are contained within the City Shaping Framework. Calgary Housing has committed to a 10-year Affordable Housing Capital Development Plan with three priority station areas along the Green Line: 16/28 Avenue N, Inglewood/Ramsay, and Ogden. Calgary Housing aims to support the creation of 252 homes by 2026 within the three priority areas.

### **Looking Ahead**

City Shaping work continues as part of the overall Green Line Project. However due to recent changes to the Green Line senior leadership team, the current structure and refinement of the overall project execution plan has not been finalized, and this affects the integration of City Shaping work, including how to ensure appropriate staff and resources are in place to deliver on the City Shaping goals and strategies from the Framework.

Over the next four years, City Shaping work will be focused on keeping pace with the overall Green Line project execution and construction timeline. Work in the first two of the three work streams will focus on the implementation of City Shaping goals and strategies into the design and contract documents, leveraging partnerships and exploring alternative funding such as grants. The foundation of the work will be approached from a people first perspective and by applying the guiding principles from the Framework. For the third work stream, Administration recommends a future resource ask in 2022 Q3.

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

The work to date and development of the Strategy and work streams has been based on internal engagement. City Shaping reflects a collaborative and coordinated approach working closely with Community Services, Planning and Development and Transportation departments. Citizen and stakeholder collaboration and engagement was undertaken in 2018 Q2 and Q3 as part of the placemaking pilot projects to activate the public space in transit plazas. Building partnerships is critical to the success of the City Shaping approach. Community Services through the City Shaping team will continue to collaborate with citizens, various City departments, Civic Partners, and external stakeholders in order to leverage the Green Line investments to benefit Calgarians.

### **Strategic Alignment**

The City Shaping approach provides an opportunity to realize goals within imagineCALGARY, the Municipal Development Plan (MDP), Calgary Transportation Plan (CTP), the 2020 Sustainability Direction and One Calgary priorities. 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.*

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

#### **Social**

City Shaping speaks directly to improving the social fabric of Calgary along the Green Line. Reducing barriers for vulnerable populations, and providing affordable housing, parks, recreation and public 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, City Shaping will build opportunities for physical activity, and exposure to arts, culture, and heritage in communities along the Green Line.

#### **Environmental**

City Shaping will aim to preserve and highlight natural environments along the Green Line. These spaces can help protect and strengthen biodiversity, expand the urban forest and ensure connectivity to the parks system. City Shaping in collaboration with Calgary Parks is looking to “Green the Green Line”, through the provision of additional trees at station areas and along the LRT corridor. Aligning this with the MDP target of 16% urban tree canopy city-wide, the Green Line presents an opportunity to help meet this initiative with the benefits of cleaner air, and a more pleasant and comfortable experience for citizens on the train and at station areas.

#### **Economic**

The Green Line is a significant investment in Calgary’s future neighbourhood hubs with a mix of vibrant spaces, employment centres, service providers, and recreation and park amenities, to attract and retain new businesses. Also, vibrant spaces can attract events and tourists, further contributing to the Calgary economy while strengthening the cultural fabric.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

There are no operating budget implications associated with this report.

#### ***Current and Future Capital Budget:***

There are no capital budget implications associated with this report.

### **Risk Assessment**

The ability to leverage the investment in the Green Line LRT was based on the four layer approach. The City Shaping work needs to remain a priority and keep pace with the Project. City Shaping work streams need to be integrated at early stages, consistently resourced, and carried out in conjunction with the construction of the Green Line. Completing City Shaping work retroactively will result in increased capital costs, lost opportunities, and scope change within the contract document.

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

Green Line City Shaping is a critical layer and implementation of this work will better position The City to enable and support citizens and communities around the Green Line. City Shaping work must be focused on keeping pace with the Green Line project execution and construction timelines. The Implementation Strategy will continue to advance City Shaping as part of the next four year cycle, and work streams have been developed with a focus on delivering the City Shaping goals and strategies to enable investments in the social, cultural, environmental and economic context of communities.

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SPC on Community and Protective Services  
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#### **ATTACHMENT(S)**

1. Attachment 1 – Overview of the City Shaping Framework
2. Attachment 2 – Overview of the City Shaping Implementation Strategy