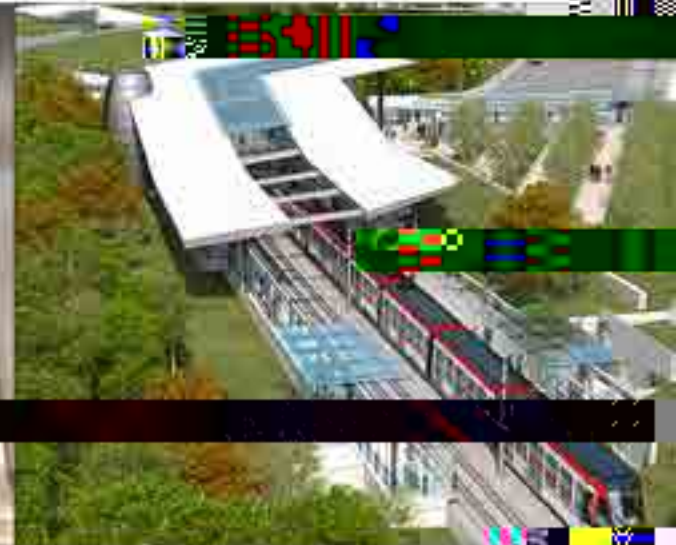


TOD IMPLEMENTATION STRATEGY

TREMBLAY

STATION



School of Urban and Regional Planning
Queen's University
December 2014



City of Ottawa



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TOD IMPLEMENTATION STRATEGY

TREMBLAY

STATION

Project Team Members

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The Project Team



Executive Summary

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TREMBLAY STATION

INTERNAL FACTORS	EXTERNAL FACTORS
Strengths: <ul style="list-style-type: none"> • Extensive current and future transit networks (BRT, LRT, Via Rail) • Established retail centre • Abundance of developable land available • Existing services, utilities and infrastructure 	Opportunities: <ul style="list-style-type: none"> • High level of stakeholder interest • Proximity to key areas (Downtown, University of Ottawa, Health Services) • Potential for increased site connectivity • Specialization of land uses
Weaknesses: <ul style="list-style-type: none"> • Overabundance of parking • Auto-oriented development • Low Density • Potential difficulty for relocation of industrial uses 	Challenges: <ul style="list-style-type: none"> • Unfavourable market conditions for residential development • Development approval timeline • Development of mixed-use • Perception of remoteness

TOD BEST PRACTICES

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Résumé

PLAN D'AMÉNAGEMENT AXÉ SUR LE TRANSPORT EN COMMUN (AATC): LA S

LA RÉGION DE LA STATION TREMBLAY

Facteurs Internes	Facteurs Externes
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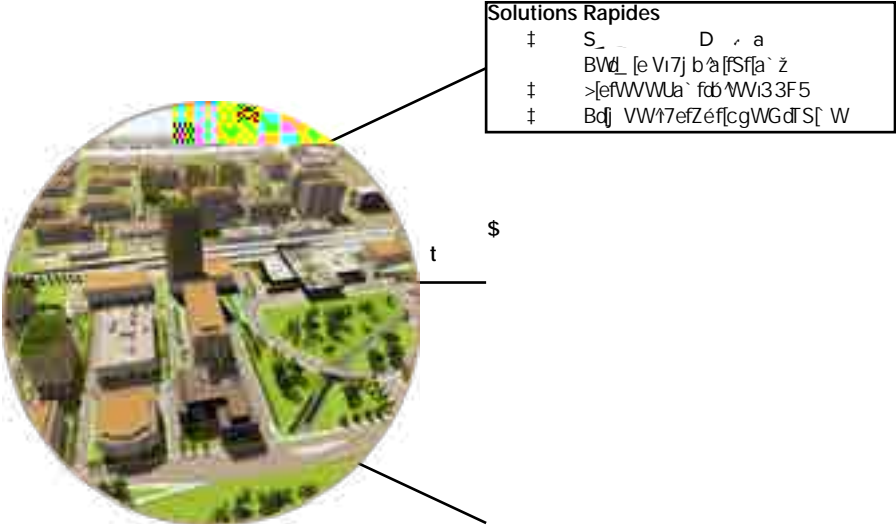
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Table of Contents

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# \$#Z8[S` U[Y.....	110
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# \$& ZEW e[f]h[fk 3` S'ke[e.....	111
# %ZEUW Sdja \$, Bq]hSfW6 VhWabWd.....	111
# %#Z8[S` U[Y.....	111
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# %%ZEW e[f]h[fk 3` S'ke[e.....	112
# & ZBgT [U]Bq]hSfWBSd` VteZ [b, 6V[Y` Z4g[VZ8[S` UWZ O a.....	112
# Z ZBafW f[S^8gfgd\BZSeV aX6VhWab_ W f.....	113

11.0 - Recommendations..... 115

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### \$ Z9g[V[Y 8gfgd\6 VhWab_ W f.....	##(
##% Z8[S` U[Y 6 VhWab_ W f.....	117
##& Z3ffcSUf[Y 6 VhWab_ W f.....	117
## Z8SU[fSf[Y 6 VhWab_ W f.....	118
## Z6 VhWab_ W f Bcabaes^.....	118

12.0 - Conclusion..... 121

#\$# Z9g[V[Y 8gfgd\6 VhWab_ W f.....	122
#\$ \$ Z8[S` U[Y 6 VhWab_ W f.....	122
#\$% Z3ffcSUf[Y 6 VhWab_ W f.....	122

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C_ — — — — — L_ a	204
8ž%ŽBđhSfW6WwWab_ W f BđbaeS^Bđ 8ad_ S	
D_ — — — — — Ca_ h_ F_	208
8ž& ŽBđhSfW6WwWab_ W f BđbaeS^Bđ 8ad_ S 8[S` U[Y	
.....	210
8ž ŽBđhSfW6WwWab_ W f BđbaeS^Bđ 8ad_ S	
3_ ad[Sf[a`	211
Appendix G - Final Presentation and Q&A	213
9# Ž8[S^BđW fSf[a` Eg_ _ Sđk	213
9ž ŽCgWef[a` eS` V 3` ei Wđ	214
Glossary	217
References	221

List of Figures

.....
.....
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;- SYW6# & ŽGbfai ` 6[efdUf ES` 6[Wat 5S^ad S	181
;- SYW6# ' ŽDWe[VW f S^VWwWab_ W fi [fZ[bcdj [fk aX? a` fZES[fZ [S[dWdS[^efab	183
;- SYW9# ŽBdWeW f Y Sf A ffSi S 5 fk: S^	213
;- SYW9\$ Ž3VvdWee[Y cgVefja` e Xa_ fZWSgV W UW	214
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1.1 - Intent

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1.2 - Project Mandate

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 f d S` e [f e f S f a` e ž F Z W F A 6 B` S` e i W d W b d W S d W T k U a _ T [[Y
 W e W f [S` ^ W W _ W fe [FA 6 i [f Z U a` f W y f ž e b W U [- U e a g f a` e f Z S f
 i W d W b d W [W f f a A f f S i S ž ;` a d W d f a d W S [W F A 6 [f W e [- U S f a` t
 € W y [T [f k i [^ T W b d h [V W W T k b W d _ [f f [Y W y [e f [Y V W W a b _ W f

2.2 - TD - Transit-Oriented Development Zone

I _ _ _ _ _ a _ _ h L h R a T a _
 />DF f i e f S f a` e t f Z W 5 [f k a X A f f S i S S b b d h W W f Z W [U` g e [a` a X F 6
 / f d S` e [f] ž a d W f W 6 W W a b _ W f f i L a` V e [f a f Z W a` [Y T k Z S i ž
 E W U f a` e # ` S` V # ` ([f Z W z o n i n g b y - l a w W y f W e [h W k V W S [^
 f Z W b d h [e [a` e S` V [_ [f S f a` e a X F 6 L a` V e ž

FZ W 5 [f k a X A f f S i S i e F 6 I a` [Y Z S e X a g d b g b a e W e,
 # T _ _ a b _ h _ _ _ _ a _ _ _ _
 L R T _ _ _ a _ _ h a _ _ _ _ _ TOD P a a a ;
 \$ ž Fa S U U a _ _ a V S f W S i [W W d S` Y W a X f d S` e [f] ž e g b b a d [h W S` V
 g e V e [U` g V [Y S U a _ b S U f b W W e f d S` ž a d W f W T g [f X a d _
 a _ _ _ _ _ h h _ _ _ ;
 % ž Fa ` a U S f W Z [Y Z W d V W e [f W e [b d a j _ [f k f a > D F e f S f a` e [_
 _ _ _ _ _ a _ _ _ _ a _ _ _ _ a _ _ _ _ a _ _ _ _
 f Z W g e W a X _ g f [b` W _ a V W e a X f d S` e b a d S f a` - S` V i`
 & ž T _ _ _ _ _ a _ _ h a _ _ _ h
 _ _ _ _ _ a _ _ _ _ _ b a _ _ _ _ _ h a _ _ _ _ _
 W y Z [T [f [Y Z ž c g S [f k g d T S` V W e [Y` S` V f Z S f W e f S T [e Z
 _ _ _ _ _ a _ _ _ _ _ a _ _ _ _ _ a _ _ _ _ _ a
 [h W e f _ W f ž

2.2.2 - TD1/TD2/TD3 Zones

8gdFZWfafa fZWYWWWS^I a` [Y bcah[e[a` e[F6 I a` We SdW[h[VWV
 [fa %egTI a` We fa S[V b`S` ` We S` V VWWabWVe [UdWsf[Y S
 ` WYZTagdZaaVeZfST W\$%eg_ _ Sd[We fZVeWdWg`Sf[a` eZ

Density and Height Regulations	Subzones		
	TD1	TD2	TD3
M _ _ _ a _ _ (_ _ /h _ a)*	# "	\$' "	% "
M _ _ _ ebSUW[VVY Xad ` a` ZWVe[VW f[S^geW (_ _ /h _ a)*	" ž	#ž	#ž
? S[[g_ ZWYZf (_ _)	20	("	+"

fBbb^UST Wfa `af e[We YdWsfWdfZS` " #S` ZWUfSdVe
 FST W\$%ž6W e[fk S` V ZWYZf dWg`Sf[a` e[F6 #F6 \$!F6 %I a` We
 EagdW5 [fk aXA fSi S[\$" #&

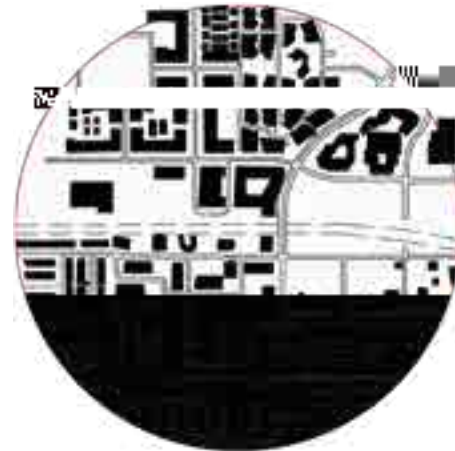
2.3 - Tremblay Station TOD Plan

FZWfWV_ T`Sk FA 6 SdWV WY fW Ve XadS dV[ge aXSbbcbj [Sfmk
 (" " ž " " _ WdVe S` V [e VW afW Tk fZWYdWV agf[Wa` ? Sb
 \$#ž FZWagf[WUahWVe S` SdWV aXSbbcbj [Sfmk # " ZWUfSdVe
 S` V [V[USfVe fZWTag` VSc[Ve aXfZWfWV_ T`Sk efgVk SdWVž
 I Z[WfZWefWVSe VWWab_ W f ba fW f[S^ fZVdW[e bdsUf[US^k
 ` _ _ _ _ h a 200 _ _ a _ _ _ h _ _ _ LRT
 efSf[a` i Z[UZ [e [VWV^Xadfc` e[žadW fWV VWWab_ W f S` V S`ea
 [fVWVWab_ W fi [fZ[&" " _ WdVež8YgdVe \$#fa \$%[gfcfSW
 ea_ WY S_ b`Ve aXegUWVeXg^FA 6e S` V eWthWSe S Ua` fcfef fa
 WY [ef] Y VWWab_ W f [fZWfWV_ T`Sk efgVk SdWVž

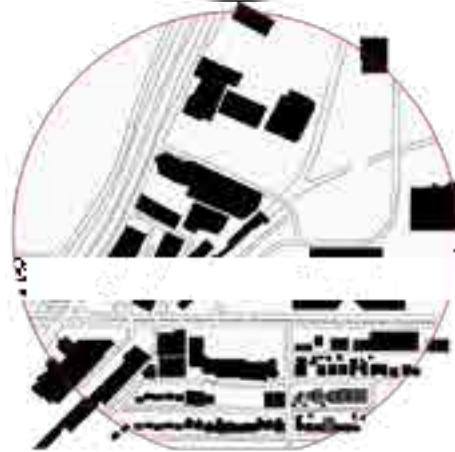
2.3.1 - Vision

T h T ba TOD Pa ka a a _ _ _ h _ _
 SdWV i Z[UZ [e fa TWWVWabW Se S_ j W geWsdWV eWV? Sb
 3ž [3bbW Vj fZ[e h[e[a` bcah[VVe Ua` e[VWST WVeV [T [fk
 XadfZWefgVk SdWV fa VWWab Se S` a UWZadW fWf dWV[Sž
 adW fWf addVe[VW f[S^ZadW fWV FA 6 VbW V[Y a` bdWV[S[Y
 _ Sd[Wf Ua` V[f[a` eZ5a` hWVeWk fZW[h[e[a` VaVe` afW UagdSYW
 a _ _ a _ _ h a _ _ _ a _ _ _ _ _ T ba
 EfSf[a` ž

FZWefgVk SdWV [e # " ZWUfSdVe [e[W Tgf a` k && ZWUfSdVe [e
 UOONPS%0
 PEFDPOT00TIVE B h 0 0



8[YgdW\$#Z7] [ef] Y
 a 400 a =
 A dW Ua Efsf[a` t
 Bac`S` Vt A dW a`

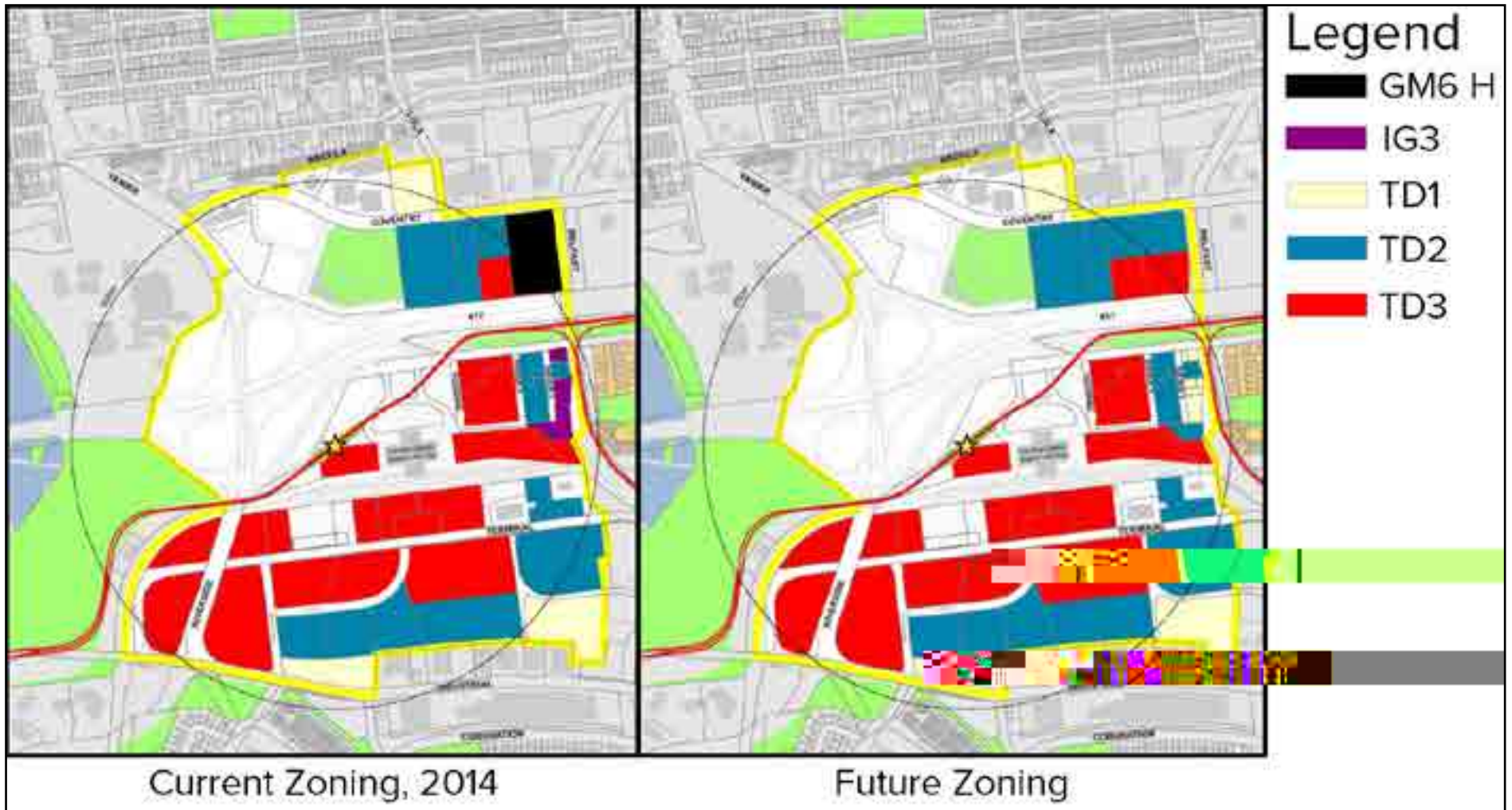


8[YgdW\$zS Z7] [ef] Y
 a 400 a =
 ? aUj [Yt[dv Efsf[a` t
 6S^Set FVj Se



8[YgdW\$z%Z7] [ef] Y
 a 400 a =
 8cj[fhS`WEfsf[a` t
 A S] `S` Vt 5S^ad [S

? Sb \$#Z8[YgdWYdg] V _ Sb aXfZWfDv T`Sk Efsf[a` efgVk SdW\$
 3VsbfVW Xa_ , 5[fk aXA ffsi Sl \$" #S



? Sb \$Z 5gdWfS` V XfgdM a` [Y
 EagdW 5 [fk aXA ffsi Sl \$" #5-5 [fk aXA ffsi Sl \$" #&

T [UkUWe fa S WeWVW fW fi SdW/Sd/Wk Ua` ~` Ww fa D[hWb]VW
6d[hWHS` [W]BSd] i Sk S` V 4WSeF DaSVž

M_h ^ h ^ a ^ b ^ a ^
FVd [S^3hW gWS` V EfV\$ _ ↑ WEfdWVz@W e[VW S]ei [^TW
_ _ a _ T _ a A _ h S a S _
TWVW fW VVW S Uaee fZVWV f[dWefgVk SdW\$ZFa _ ahWSi Sk Xa _
SgfaZadW fW VVWVab_ W fS` V fa UdW\$VWe_ S^Wdi S]ST W
T^aU] et fZWb`S` S^ea [UgVVe eWVW\$^e_ S^WdefdWVe TWi VVW
FVd [S^3hW gWS` V EfV\$ _ ↑ WEfdWVz

2.3.4 - Green Plan

FZWFA 6 b`S` S^ea agf↑ We Wj [ef] Y S` V XfgdMbSd] et S_ W [fk
ebSUMe S` V bcdqfk efdWVeUSbVe/eVWV? Sb 3ž [3bbW Vlj fž
8gfgdWS_ W [fk ebSUMe SdMb^a fFW XadVW_ a` efdSf[a` bgdcaeVet
Tgf fZWde] WdWVWfe fZWS_ W [fk ebSUMdWcg[dW XadV\$UZ ^af Se
bWdfZWI a` [Y TkZSi žFZW^aUSf[a` aXFZWbdcqfk efdWVeUSbW
S^a` Y FVd [S^3hW gW Uagb^W i [fZ fZW[_ bcahVW bVWVefqS`
S` V UkU[ef Ua` ` WU[h]fk [V[USfWfZW[_ badS` UWaXFVd [S^
3hW gWfa fZWFdV_ T`Sk EfSf[a` b`S` ž

2.3.5 - Phasing

? Sb 3ž agf↑ We fZWbZSe [Y XadfZWFdV_ T`Sk FA 6 B`S` ž? aef
_ h ^ a ^ LRT_ a ^ a ^ T ^ a
3hW gW[e Wj bWVWV fa TWUa_ b^WV [fZWeZadZVd_ t [b^W

DagYZk ZSxaXfZW W e[VW S]et _gf[žgeWbSfZi Sket S` V a` ž
efdWf UkU↑ Y [XSeFdgUfgdVsdWj bWUfW fa TWUa_ b^Ww Tk
\$" #ž@W e[VW S]e Xad4WSeF DaSVI FdV_ T`Sk DaSVI FVd_ [S^
3hWgW S` V ;` VgefdS^3hWgWsdWj bWUfW fa TWUa_ b^Ww
Tk \$" #) Sf S Uaef aX" #ž* _ [^fa` žA fZVde[VW S]e Xag` V [
? Sb 3ž%sdWeUZVWg^W XadUa_ b^Wfa` [fZW`a` YžVd_ Sf S`
g` ebWU[-W VSfWadSdMfa TWTg[fi ZW VhWab_ WfaUgdež
? VŠ` i Z[VW_ aef aXfZwa` žfdWf UkU↑ Y [XSeFdgUfgdV S` V
gf[žgeWbSfZi Ske SdWeUZVWg^W fa TWUa b^Ww Tk \$" # ad
\$" #žA` k fZdWb[WUvé aXUkU↑ Y [XSeFdgUfgdWadfZWefgVk
SdVŠ SdMfa TWTg[fi Se VhWab_ WfaUgdežFi a aXfZVdWsdV
、 a a_h_、-h 、 h_、 a 、-、 -h

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3.1 - History of the Site

The Taba Sa, a a, a ha a h, a

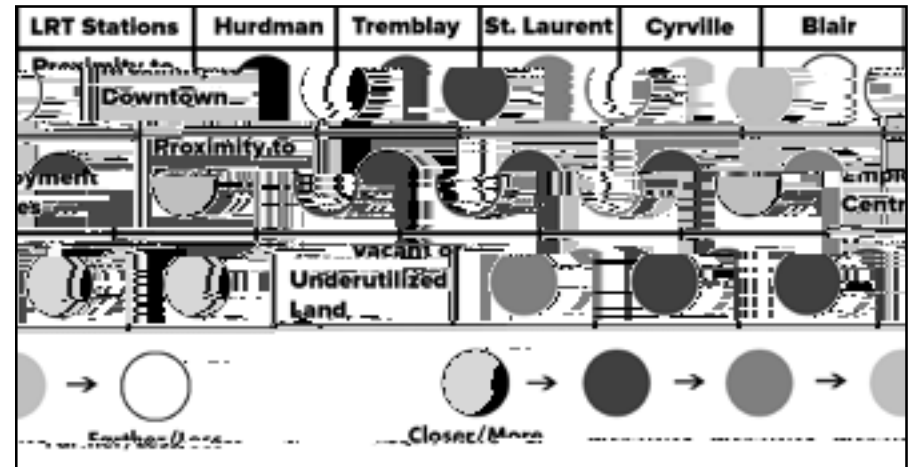
T_h C_o a_{a'} -ba a_a a_a
_aVWzFZWbdWUWaXFZWYdWWTWfS` V fZWeWbScSf[a` aX
h_a Ca a_h h_a a_a -ba
i [fZ[fZWSd_WzFZWf_d T_{Sk} EfSf[a` Sd_W V[eb_{Sk}e W_W W fe
fkb[US^aXTafZ fZW9W W_S^GdT_S` La` WF&f_S` V EgT_ZGdT_S`
La` WF%_z3_fZagYZ fZWefgV_k Sd_W [feW_XUa` e[efe bd_l Sd_k
aX'ai _ZW e[_fk a U_Wd_WS[_fS` V _fYZ_f[Vgefd_S^ge_W fZW

efgVk SdVŠ S` V egdbg` V[Y` WYZTagdZaaVe V[eb`Sk SgfaŽ
 adW fWV VVWVab_ W f bSffVd ei [fz i [VW_ g fZS` WcbSvef
 S_ bWbSd [YI S` V V[eLa`` WUfW e[VW S] e S` V bWVWefds`
 dYZfeŽaX ŠkZfZWfcd` eWUf La` UWbf US` TWgeW fa USfW ad [W
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 SdVŠe /eWVW8YgdV%\$fz



8[YgdV%\$ ŽDgdS`fa gdT S` fcd` eWUf Sbb V W fa fZW5a` XWVWsfja` >[W
 3VSbfW Xba_ , EUZaa`aXGdT S` S` V DWV[a` S`B`S`` [YI \$` # \$

T T TOD a a a ha a , , , a ab , T ba
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 La_ bSdV e fZVWefSfja` e TSeW a` fZWdbdaj [[fk fa Vai ` fai`
 S` V W_ b`ak_ W f UW fdV S` V fZWbdVW UWaXhSUS` f ad
 g` VVWgf [W S` Vž



8[YgdV%\$ Ž5a_ bSde a X5a` XWVWsfja` >[WefSfja` e [VŠefVd A ffsi S

T ba Sa, _ _ a a , H_ a Sa, _
 bcdj [[fk fa A ffsi Sie Vai ` fai` UadVfZWtg [f Xad_ S` V S` V
 geV e i [fz [fZWfdV T`Sk Efsfja` 3dVŠ SdWV bWUfW fa TW
 , , G a U ba _ a , ,
 EgTgdT S` fcd` eWUfZa` UWfZW5a` XWVWsfja` >[W[e Xg` Urf a S`
 [f [e VybWUfW fZSf SdVŠe [U`aeWbcdj [[fk fa Vai ` fai` i [TW
 fZW-def fa VybWUfW UMaef [hWUZS` YWS` V Ydai fZ Ua` e [efW f
 i [fz fcd` e [fZadW fWV VVWVab_ W fZfZWVadW FdV T`Sk Efsfja`
 [e VybWUfW fa fcd` e [fja` Xba_ egTgdT S` fa YW WŠ ŽgdT S` S` a` Y
 fZWfcd` eWUfz

A _ b
 egdbg` V[Y efgVk SdVŠ [U`gV[Y fZWfcd [KsdVe eZabb [Y
 UW fdW fZW5S` SVS Baef V [efdTgfja` UW fdW hSdage [Yzf
 [VgefdS`geVef fZWH; 3 DS [fcd [efsfja` † S` V fZW W kZTg [f
 5S` SVS DWVW gW3YW Uk a UWTg [V [Yž3VV [fja` S` a UW
 ebSUV [e VybWUfW fa TWTg [f S` a` Y fZW adZVd WYWaXfZW
 S` V bSdV e fa fZWeagfZ aXfZWH; 3 DS [efsfja` † i Z [UZ i [S` ea
 La` fdTgfWfa [UdVŠeW W_ b`ak_ W f abfja` e [fZWSdVŠZFa fZW
 ` adZ aXfZWfcd [fcdU] e [VŠe S` g` VVWgf [W [Tgf Xg` Xg` Urf a S`
 TSeWTS`efSV [g_ † Se i W`Se fi a ZafVŠe S` V S Ua` XWV WUW fdW

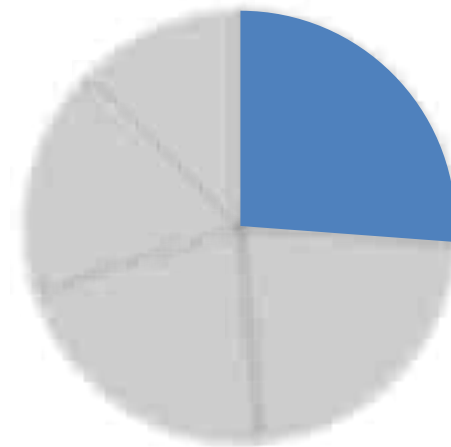
fZSf ZShWfZWbafW f[S^fa bdah[VWW_ b^ak_ W fWj bS` eja` [
h a h a a a
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O_a a' 2012 TOD _ _ h ha h T ba Sa
æssf T*n half of 001area4F00550054000F>Tj-13.031showed d

3.3.2 - Demographics and Income

FZWfDw T'Sk EfSf[a` SdW\$ [e Za_ Wfa S` a VwVWw_aYcSbZ[U
i [fZ S` ShW\$SYWSYWaX&(ž Ua_ bSdW fa fZwU[fki [WShW\$SYW
aX%* žžFZW_ aef babg`age SYWYdgbt Zai VwVw [e fZW% ž%&
Ydgb X`ai VW U`aeWk Tk fZW\$ ž\$+ Ydgb /eWw8[YgdW%ž&fz

FZWShW\$SYWZageWZa V [Ua_ W[e `# \$!*\$\$\$i Z[UZ [e Z[YZWd
fZS` fZwU[fki [WShW\$SYWaX`*' #%(žI [fZ [fZWefgVk SdW\$
41% , _ _ h h _ _ a a , _ a _a
ZageWZa V [Ua_ W[e YdW\$WdfZS` `# " ! " " i Z[Wa` k' . aX



3.3.4 - Transit Trends and Walkability

3UadV[Y fa 5W ege VSfSt fZWbd_ Sck_ aVWaXfD` ebadSf[a`
= b _ _ _ 800 _ _ T ba Sa _
\$" " (i Se bQhSfWhVZ[UW Se WfZWdS Vd[hWad bSeeW YWd Sf
' % aXfafS^dW[VW feZBgT[UfD` e[f geW[fZWsdMS US_ W[
eWLa` V Sf %& i Z[Wa` k #. aXdW[VW fe fShW^W Tk SUR[hW
fD` ebadSf[a` / S] [Y S` V!adT[] [YfZVW` g_ TW` SdW
Ua_ bScST Wfa fZW5[fk aXA ffSi S Se S i Za W i Z[UZ dWbadFW S`
ahWdS^%(geWaXbgT[UfD` e[f S` V #. SUR[hWfD` ebadSf[a` ž
: ai W^Wd[f_ gefTW afW fZSf fZW` g_ TW` SdWShWdSYW`
a ha _ _ _ O a a _ _ 800 _ a a _ _
4DF efSf[a` ž

- Tk N kb, -k,, S_ l a, a _ a a ab _ ,
, O a a kb, -k,, - ba _ a _ :²²
- Pedestrian Infrastructure and Amenities _ , k
i S] [Yž
• Pedestrian infrastructure _ _ k
S` V cgS[fk aXe[VW S] e S` V T[] W'S` Wž
• Pedestrian amenities _ a _ ,

t assiing space fseparatrho presence U S X B U

BOEFT BMVCB FOH t treet Visins a wafrom Housan amenities

3.4 - Current Built Environment

6VhWab_W f [fZWSd/S ZSe TWVW _ Sd] VW'k Sgfažad[W fW
 dSfZVdZS` fcs` eifžad[W fW i [fZ S` Wj fW e[hW Wfi ad] aX
 egdS UMBsd] [Y `afe S` V [SUR[hWefd[W Xh` fe UZScSUWd] VW
 Tk _ [Vž[eWa UWe` ai VW e[fk Ua_ _ Wd]S^S` V ↑YZf [Vgef[S^
 geV` S` V fZWA fFSi S 4SeWTS^EFSV[g_ ž

3.4.1 - Key Landmarks

FZWA fFSi S EFSf[a` t eVhW Tk H;3 DS[↑ [e S eY` [-US` f Z[efad[US^
 a a a _ , h , h _ _ _ _ b_ _
 i [fZ [fZWf dW T`Sk FA 6 efgVk Sd/Sž 6 WeY` VW Tk <aZ` 4ž
 BSd] [~ 3eeU[SfW [fZW_ aVWd SdJZ[fWUfgd^efk`WS` V Tg[f
 [#+((↑ fZWefSf[a` i a` fZW? SeeV? WWS^ [3dJZ[fWUfgdW]
 #+((S` V i Se` S_ VW Se a` WaXfZWfab ' " " Tg[V [Ye Tg[f
 h a _ _ b h R, a A h _ _ a l _ _ ,
 5S` SVSž FZWeSf[a` i Se VWeY` SFW Se S: WfSYWDS[↑ Šk
 EFSf[a` [#+(S` V [e dWLaY` [] W [fZW5` SV[S` DW[e fWdaX
 : [efadUB`SUVž



:_ SYW%žŽA fFSi S EFSf[a`

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 , , b _ , h a a , h a _ , h , h
 CgVW ei Skl S` V i [^L bdahWfZWahWdS^SUVWēeT [f'k aXTafZ
 e[fVēžFZWi S]i Sk WSe fa fZWA fFSi S EFSV[g_ t i Z[UZ ZageVē
 S eW [žadaXWē[a` S^TSeWTS^~WV i [fZ S eVsf] Y USbSU[fk aX
 ahWd# l " " S` V ZSe S` Sd/WegdSUVWVhWbSd] [Y `afi [fZ
 * " " ebSUVē SUVWēeT`Wtk 5ahW fck DaSVžFZWVWZ~WV XV UW
 bScS^Wē 5ahW fck DaSVt _ S] [Y fZW~WV WSe[k h[eT`WXh_ fZW
 efdWVžFZWefSV[g_ [e g` UahWdW S` V [e fZWdWadWS eVSea` S^
 geVž



:_ SYW%žŽA fFSi S 4SeWTS^EFSV[g_

3.4.2 - O ces

A UWTg[V [Ye SdWdWsf[hWk g` Ua_ _ a` [fZWefgVk
 Sd/S`eWV? Sb %žfi Tgf fZWde] WS` V _ See [Y UgdW f'k
 ahWēZSVai e S` kfZ [Y WeW Wsdtkž3^a UWgeVē [fZWSd/S
 Sd/SUa_ _ aVsfW Tk egdS UMBsd] [Y `afežA` fZW adZ e[VW
 aX5ahW fck DaSVt fZWdWsdWsv'a [[Y a UWTg[V [Ye i [fZ Y`See
 Xh` fe aXSbbdaj [S fWk #` efadWke i [fZ bSd] [Y Sf fZWdWsdWdaXfZW
 Tg[V [Yež

I a a , h VIA Ra_ a , a h _ _ ,
 aXFdV_ T'Sk DaSV S' V B[U] W[Y B'SUW[e S) Ž* efadWk a` UW
 Tg[V[Y i [fZ S_ W S† Y Seel S' V Ua` UdWVWY fW[ad FZ[e a UW
 Tg[V[Y eZSdW S bSd] [Y a fi [fZ 6gefTS` W S †YZf [VgefdS^
 geVž

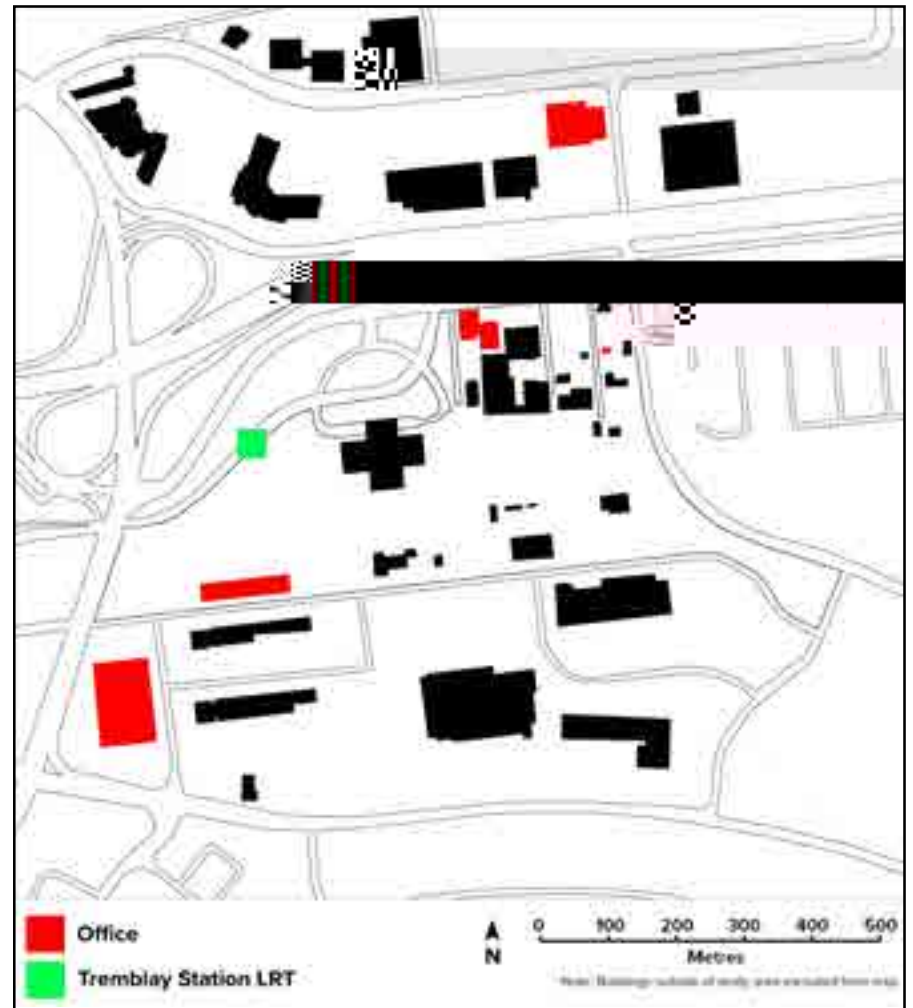
T h b Ca a a P_ _ _ a b_ a b _ a ,
 ES` Vxad/ 8W_ [Y 3hW gW DagYZ k' Ž(efadWk [ZWYZfi fZW
 Tg[V[Y abW S W Se S a US^baef a UWSe i W^Se A fSi Sie_ S[^
 ead[Y XSU[†fkž

FZW* efadWk 5S` SVS DWVW gW3YW Uk Tg[V[Y† aUSfW S a` Y
 FV[[S^3hW gW [e fZW_ aef dWVW f k Ua_ bWVW a UWTg[V[Y
 [fZWSdW SžE [Sdfa fZWa UWTg[V[Y SVS UW f fa 6gefTS` W
 h CRA b_ _ _ _ a a a
 [UgV[Y _ W S† Y Seel S' V Ua` UdWVW B Sd] [Y a fe egdag` V fZW
 Tg[V[Y a` fZdWVe[VWž



;_ SYW%ž Ž5S` SVS DWVW gW3YW Uk Tg[V[Y† %† FV[[S^3hW gW

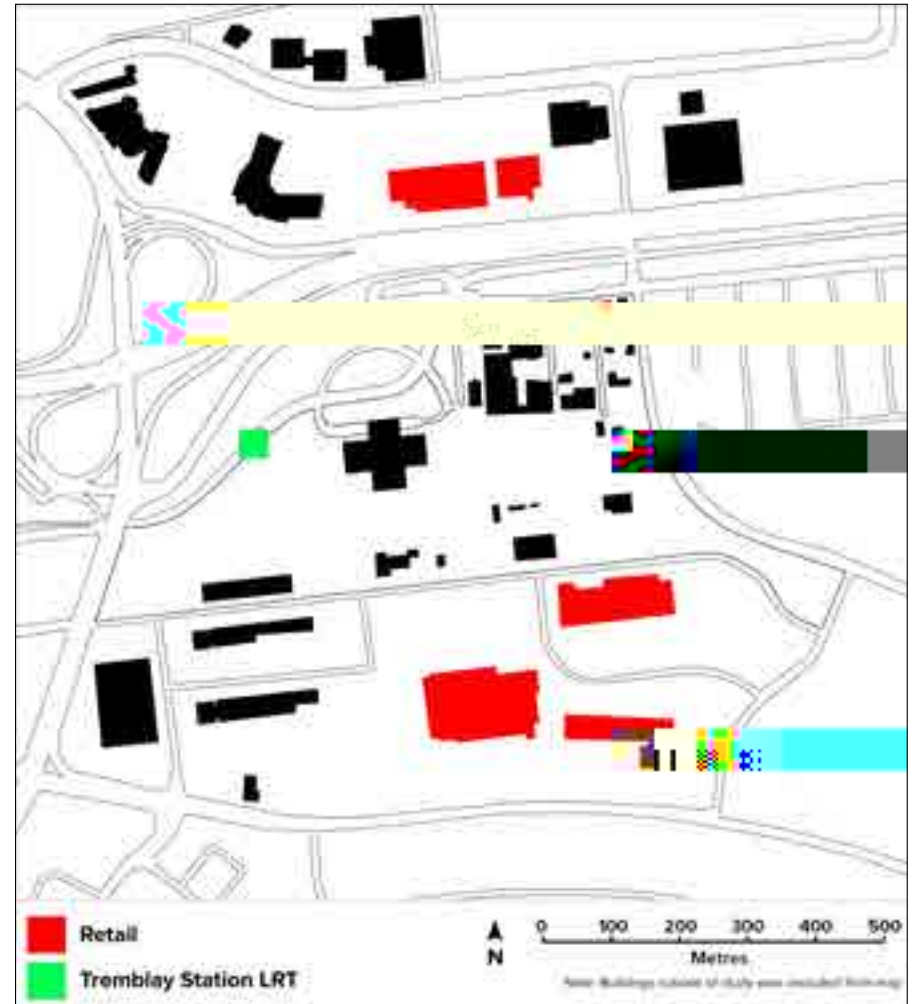
;` SVV[f a` fa fZVW_ [Vž[eWa UWTg[V[Y† fZVW[e a` W\$ž
 efadWk Sg_ [g_ že[VW ZageW aUSfW S a` Y 3hW gW> fZSf ZSe
 TVWV Ua` hWVW Xada UWgeVž



? Sb %ž Ž>aUSf[a` aXa UWgeVé [fZWFdV_ T'Sk EFSf[a` SdW

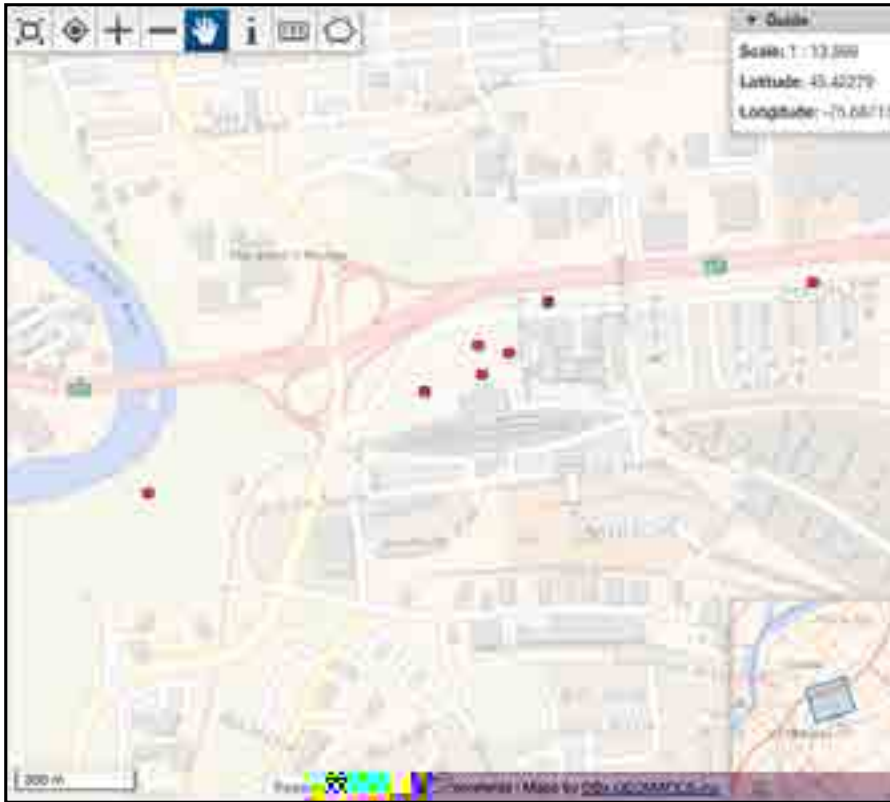
3.4.3 - Retail

? Sb %eZai e fZWaUSfja` e aXdWS[^geVei [fZ[fZWFdV_T'Sk
 efgVk SdWSzDWS[^geVei [fZWSdWS SdWa_ [SfVW Tk SgfaZ
 adW fVW UW fdVei [fZ S` STg` VS` UWaXegdSUW'WWWbSd [Yz
 Th O_a aC, a E, C _ _ , a , h
 eagfZ e[VWaX5ahW fck DaSVzFZ[e XSU[ffk [e Ua` ` WJFW fa fi a



? Sb %eZai e fZWaUSfja` e aXdWS[^geVei [fZWFdV_T'Sk Efsfja` SdWS

\$(T ba Sa, TOD I a, S a



? Sb %& Z5a` fS_ [SfW e[fVé [S` V Sčag` V FdV_ T`Sk EfSfja`
EagdW 9ahWd _ W faX5S` SVSl \$" #&

3.6 - Connectivity

T_h a _ / a h_a _ , _ / a _ / a _ =
_ aVWé aXfčShWi [fZ[fZWfDv_ T`Sk EfSfja` efgVk SdVšZ`
T_h Q_ _ a a h_a VIA Ra _ a _ a _ / _ / a _ /
egTefS` f[S^T SčWéZ FZVéWb[VWVé aXeY` [-US` f [XšefgdUfgdW
_ / _ / h _ / _ / h _ / a a _ / : h_a a a _ / h_a h_a
CgWVW ei Skl fZWSdVš eagfZ aXfZWH;3 DS[^fčš[fčšU] e[S` V fZW
a a b _ / h_a Q_ _ a a h_a _ a _ a _ / h_a h_a
H;3 DS[^efSfja` S` V XfgdW>DF efSfja` [e` aUSfWž FZWW[h[eja`
_ / h_a a a h_a a _ / _ / _ / _ / a _ / b _ /
fZWfZdWVšSčel dVeg`f[Y [e[Y` [-US` f Ua` eVčgW Uvé Xad
e[fWUa` ` WUf[h[fkž;` SVV[fja` † fZWSdVš ZSe TWWV VVéY` VW Xad
Sgfa_ aT[VgeVW fZWVWadW fZWfDv_ T`Sk efSfja` efgVk SdVš
eg Vč Xč_ S` SU] aXUa` e[VWšfja` Xad fZWešWk aXbVWVefčS`
S` V UkU[efez

3.6.1 - Walking

FZWWY [ef[Y bWVefčS` Ua` ` WUf[h[fk i [fZ[fZWfDv_ T`Sk
EfSfja` efgVk SdVš [e baadč;` bSč[Ug` Sčl a` k fi a fZadagYZXšdVč
4Wšef DaSV S` V D[hVč[VW6 d[hW T dVYWfZWSdVš` adZ aXfZW
CgWVW ei Sk S` V fZWSdVš eagfZ aXfZWCgWVW ei Skž;` SVV[fja` †
fZVéWčagfVé SčVéWšSčfW Tk Sbbčaj [SfWk + " _ VVdVé
SUUadV[Y fa 9aaY`W? Sbe[i Z[UZ [e Ua` e[VWVW S Xš[čk` a` Y
V[efS` UWXadi S`] Včž;` SVV[fja` † fZVšVšdV[[fW bWVefčS`
_ / _ / b _ / h_a VIA Ra Sa _ a b _ / h_a h_a _ / h_a a
eagfZVč bad[ja` e aXfZWefgVk SdVšž8ad[efS` UW [ad/Wd fa
dVšUZ fZWA ffSi S Fčš[K Sč/e eZabb[Y UW fčWVč_ fZWefSfja` †
a _ / a _ = _ / a _ / h_a B a R, a _ R, _
6 d[hW VVW fZagYZ fZWeZabb[Y UW fčW[e` aUSfW V[dWUf`k fa
fZWeagfZ aXfZWfčš[efSfja` ž FZVdVeg`f[Y i S`] [Y f[WS` V
V[efS` UW[e egTefS` f[S`k` a` YVd fZS` fZWefčS[YZfZ[WV[efS` UW
fa fZWFčš[K Sč/e[i Z[UZ [e S` SVV[fja` S`fi Wfkž-hW_ [gVč Tk
Xafz

I S] [Y Ua` ` WUfhfk [e S'ea [FW Tk fZW/SU] aXbWwVefqS`
 [XSeFdgUfgdW [fZWSdMSz7] [ef [Y e[VW S] ei [fZ [fZWFdV T'Sk
 _ _ a a a _ _ h _ _ a _ _ h a _ _
 _ a _ _ h VIA Ra _ a _ a T a Ya _ _ h
 UW fdVfZW [[S^bWwVefqS` [XSeFdgUfgdW [fZWSdMS [e
 bSd[Ug Sdk V [Ug f XdfZWV b'akWVe i ad [Y [fZWSdMSz
 8ad [efS` UWV b'akWVe Sf fZW5D3 Tg[V [Y ZShW a W U[W f
 _ a a _ _ a b _ _ b a a h
 Tg[V [YZfZWwV [V[hVgS'e i agV ZShWfa i S] S'a` Y FdV T'Sk
 DaSVi Vai ` D[hVb[VW6qHW S` V fgd a` fa FV [S^3hW gW S
 bdaUve fZSfi agV [ha hWS eY` [-US` fS_ ag` f aXTSU] fSU] [Yz
 T h _ _ a a h h a _ _ a h a
 [fa fZWVdSee gb S'a` Y fZWZ [T adV [Y D[hVb[VW6qHW [e
 ' _ h a _ _ a _ _ a _ _ b _ _
 /eWV;_ SYW% Z;` Xad_ S^bSfzi Sk S'a` Y D[hVb[VW6qHW [e
 TW W-fFW Xa_ S_ g fZgeWbSfzi Sk dg` ` [Y S'a` Y FdV T'Sk
 DaSVi T [eWUf [Y fZWefgVk SdMSz fZWbSfzi Sk [e i W^geVW S` V
 [e SULLa_ bS` [W Tk S` SbbVb [Y efd b aXYdVW ebSUV Tgf [e
 ` af [UMST k` SU] [Y YSd SYW [e baeS^g` [fe S` V bgT [U Xgd [fgdVz

FZWSdMbS` e fa [bcahWi S] [Y Ua` ` WUfhfk [fZWSdMSz3
 bWwVefqS` TdVYW [e UgdW f'k TW [Y Tg [f ahVd fZWCgWV ei Sk
 h h _ _ a _ _ h a _ _ b _ _ b
 fZWH;3 DS [^eSf[a` S` V fZWSdMS` adZ aXfZWZ [YZi Skz²⁸ T h
 efdgUfgdW [T WUahVdW bcah[V [Y eZWWdXa_ fZWWW W fe
 a _ a _ _ a _ _ a _ _ a a _ _ a
 bVea` ei [fZ [FW _ aT [fkZ fZWV bWVW Ua_ b W [a` VSfW
 aXfZWbWwVefqS` TdVYW [e [Vsdk \$" # z+ ;` SVV [fa` t fZWV
 SdMbS` e fa VybS` V fZW Wfi ad aXe[VW S] eS` V_ g fZgeW
 a h a a a b h TOD Pa _ h a a [Ma_
 3% S` V 3z [3bbW Vj fz

3.6.2 - Cycling

E [[Sdki fZWUKU [Y Ua` ` WUfhfk i [fZ [fZWefgVk SdMS [e S'ea
 baad XSU [Y _ S` k aXfZWeS_ WTSdVVe fZSf S WUf i S] [Y
 Ua` ` WUfhfk [fZWSdMSz;` SVV [fa` t fZWV SdMUgdW f'k` a
 eZSdWZgeWada` ZefdW T [UKUW'S` Ve i [fZ [fZWFdV T'Sk
 EfSf[a` efgVk SdMSz fZWea WT [UKUW'SUUMee dafW [e S'a` Y fZW
 _ g fZgeWbSfzi Sk dg` ` [Y S'a` Y fZWUW fdVaXfZWSdMSz fZW
 FA 6 b'S` agf [Ve S eWVVe aXa` ZefdW T [UKUW'S` Ve [fa fZW
 SdMSi VebWUJS` k S'a` Y fZW_ S'adefdWVe egUZ Se 4WVSeF DaSVi
 5ahW fdk DaSVi D[hVb[VW6qHW S` V FV [S^3hW gWdVWdVfa
 ? Sb 3z [3bbW Vj fz



;_ SYW% Z;` Xad_ S^bSfzi Sk S'a` Y D[hVb[VW6qHW



;_ SYW% Z? g fZgeWbSfzi Sk

3.6.3 - Transit

T_h T_h ba Sa_h _ _ a a_h a_h Ta Ta_h _ a
 EfSf[a_h t_h aUSfW_h a_h fZWA 5 FdS_h eba **Bus Rapid Transit (BRT)**
 ↑ Wd_h [Y VSeF_h Vef Sudaee A ffsi SzFds [EfSf[a_h [e a_h Wefab
 VSeFaX: gdV_h S_h EfSf[a_h t_h i Z[UZ [e S_h S_hadLa_h `WUf[a_h ba [fXad
 fZWA ffsi S 4DF ↑ Vez 7j [ef [Y aUS^Tge dagfV_h bda h[VWfcd_h e f
 SUUM_h fa fZWefgV_h k SdV_h h[S eZSdW_h daSve i [fZ Sgfa_h aT [V_h
 i Z [WfZW4DF d_h e S_h a_h Y fZWeV_h bSdSfWfcd_h e f Uad [Vad fZW
 _ _ T_h ba LRT_h a_h a_h a_h a_h
 fZW4DF ge [Y fZWW_h [ef [Y FdS_h e f i SkZ A_h UWL a_h b_h W_h fZ W
 T_h ba LRT_h a_h b_h a_h _ _ h a_h _ _ LRT
 _ a_h _ _ h C_h a_h L a_h b_h _ _ a_h
 aX6ai ` fai ` A ffsi SzfZWSdV_h [e S_h ea eV_h h[UW Tk fZW_h S [A
 ffsi S H; 3 DS [EfSf[a_h ž 3 f fZ [e efSf[a_h t_h fcd_h e Sd [hW_h Xa_h
 ? a_h fcdV_h ^e j f_h V_h S VSk S_h V Xa_h Fada_h fa_h ' f_h V_h S VSk_h 20



;_ SYW%ž+ ŽFcd_h e f efab S_h a_h Y FW_h [S^3hW gW

3.6.4 - Driving

FZWFdV_h T_h Sk FA 6 SdV_h [e VSe [k SUUM_h e [T_h Wtk Sgfa_h aT [V_h fZ W
 W f [dV_h SdV_h US_h TWUZ SdSUF_h V_h W Se bd/Wa_h [S_h f_h k Sgfa_h aT [V_h
 adW fW_h i [fZ Xagdade j S_h WdaSve S_h V_h S_h k egd SUWbSd [Y
 afež 3VV [fa_h S_h k fZWC gWV_h ei Sk d_h e VSeF_h Vef fZdagYZ
 fZWSdV_h ž fZWi [VWdY Zfza_h X_h Ske S_h V Sgfa_h aT [WVa_h [S_h fW
 a_h _ _ h a_h _ _ h a_h _ _ h a_h _ _ h a_h
 geV_h [fZWSdV_h i Z [UZ SdV_h W_h gW fW VS [k Tk fcd_h e bad fcdU_h e
 S_h V aUS^fcd U Xa_h fZaeWi ad [Y adeZabb [Y [fZWSdV_h ž
 E [UWfZW_h SdV_h a [fW_h S_h daSve d_h [Y_h adZ ž agfZ [fZ W
 SdV_h Vd [hV_h SdV_h W_h g [dW fa geWfZWD [hV_h [VW6 d [hWHS_h [Vd
 Pa_h a_h B a_h R a_h a_h a_h _ _ h Q_h _ _ a_h
 [WfZW_h V [dW_h fa ž FZ [e Ua_h fcd [g fV_h fa fcd U Ua_h YVef[a_h
 S_h a_h Y fZV_h WfZ adagYZ SdV_h bSd [Ug Sdk S_h a_h Y fZWD [hV_h [VW
 6 d [hWHS_h [VdBSd_h i Sk SdV_h S_h Se fZ [e [e S_h S_h ad dagfW_h ad fZW
 ` WYZ TagdZaaVe_h adZ S_h V e agfZ aXfZWFdV_h T_h Sk FA 6 SdV_h ž



;_ SYW%ž# ŽFcdV_h T_h Sk DaSV SfD [hV_h [VW6 d [hWHS_h [VdBSd_h i Sk

3.7 - Implications for Implementation

A`UWFZW>DF [e Xg`k Xg` Uf[a` S^ [\$" #` † [f [e Vy bWUfVW fZSf fZW dV[VW f[S^VW e[fk i [fZ [fZWfdV T`Sk EfSf[a` 3dV\$ S`a` Y i [fZ afZWdfcS` e[fZad[W fVW` aVVe S`a` Y fZW5a` XWVWsf[a` † W i [^ [UdVSeVz

FZWWY [ef] Y Tg[f Xad_ [fZWfdV T`Sk efgVk SdV\$ ZSe eVWVW^ [b[VUSf[a` e Xad_ b`W_ W f] Y fcs` e[fZad[W fVW VVhWab_ W fZ † >[YZf [Vgefd[S^geVet WebWU[S`k 6gefTS` W SdW`aUSfW [bd_ W`aUSf[a` e XaddWVhWab_ W f i [fZ [fZWefgVk SdV\$z † A _ _ a a h a a _ , , _ / fa fcs` e[fZegbbad[hWad[fW e[-VW VVhWab_ W fZFZW Vy [ef] Y SgfaZad[W fVW Ua__ WU[S^UW fdV baeWe_ [Sd UZS^W YVe XadFA 6 [b`W_ W fSf[a` z † 7j [ef] Y Tg[f Xad_ _ Sk [Z[T[f fZWUdVsf[a` aXgfgdVZ[YZz _a _ / , , _ h a _ _ a a dV[VW f[S^S` V W_ b`ak_ W fVW e[fV [fZWefgVk SdV\$z † T h , , a , , _ h a a a a a , _ ab , , h , a _ _ `VWV [Y dV_ VW[Sf[a` z † FZW/SU] aXUa` `WUf[h]fk [fZWSdV\$ [e S_ S`adXSUfad S WUf [Y fZW [b`W_ W fSf[a` aXfcs` e[fZad[W fVW VVhWab_ W f [fZWefgVk SdV\$z † I Z[VfZWdVWsdVb`S` e fa [bcdhWUa` `WUf[h]fk Xad bVWVefc[S` e S` V UkU[efef fZ[e `SU] aXUa` `WUf[h]fk

D[UZSdVt Ež: ž 9SVVt @žDž ~ H[UW fi <žEž/#+) *t? SdJZ " #žEgd-UJS^
_ SfVd[S'eS` V fVd[S[XfSfgdVé aXA ffsi Sž g^A` fSdžCgVtWUž9Vá`aY[US^
EgdhVWk aX5S` SVSž z3ŠEWDVé? Sb #&\$' 3 žCgVtWU-A` fSdžat 5S` SVSž
9ahVd _ W f aX5S` SVSž/\$" #&ž68DB!85E; Ž? Sb ` Sh[YSfačDWfdVhWw
EVBfW_TVd!%"t \$" #& Xč_ Zffbe,!!_ SbžUSdVtTežUfžYUžUS!_ SbžUSdVtXčež
čeUX_ SbžUSdVtSebj 1>S` YgSYW7@
A ffsi Sž 5[fk aX/\$" #&t <g` W#` ž@W UahW fck bWVéfdS` S` V UkU[Y
TqVYWfS] Vč Xč_d žDWFdVhWw Xč_ Zffbe,!!affSi SžUS!W!` W e!` W Ž
UahW fckžbWVéfdS` ŽS` VžUkU[YžTqVYWfS] Včžč_d
A ffsi Sž 5[fk aX/\$" #&t <g` W#` fi
H;3 DS[ž/ ž/žA ffsi S fčS[efSfja` žDWFdVhWw Xč_ Zffbe,!!i i i ž[SčS[žUS!
W!Vyb`adVžagčVéfd[Sfja` elefSfja` ela` fSdž!affSi S

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4.3 - O ce

4.3.1 - City of Ottawa

FZWa UW_ Sd] Wf [A ffSi St 5S` SVSie USb [fS^U]fkf [e VWWb k
[€gW UWW Tk fZWXWWS^YahWd _ W fž;` \$" ##S` V \$" #St fZW
a UW_ Sd] Wf i Se h[W VW Se d\sf[hWk efST^WgWfa egTefS` f[S^
Uad\SeeVfež: ai VhWd SgefWfk _ VSegd\W TVW [` [Y [^SfW

FZWST [f k fa ZShWS _ j] aXgeW [fZWFdW_ T'Sk EfSf[a` efgVk
SdW [e YdWsf'k [€gW UW Tk fZW_ Sd] W'Ua` V[f]a` ežFZWUgdW f

Chapter Notes

5? : 5ž/\$" #&fz: age[Y ? Sđ Wf Agf'aa] A ffsi S Ebd[Y \$" #&ž
DwřqVhVw Xb_ Zffb,!!i i i " %ž_ ZUžeUZ žYUžUS!USfS'aY!bdaVgUf6WfS[ž
UX_1'S Y/W ~ USf/++ [f_ /## Xv #&#% ' ' +&(# &
5? : 5ž/\$" #&fz: age[Y @ai A ffsi SžDwřqVhVw Xb_
Zffb,!!i i i " %ž_ ZUžeUZ žYUžUS!USfS'aY!bdaVgUf6WfS[ž
UX_1'S Y/W ~ USf/# " ~ [f_ /## Xv #&#% ' (#&\$" ' +
5? : 5t/\$" #&fi
5geZ_ S' ~ I S] W-VW A ffsi Sž/\$" #&Sfz? Sđ Wf ; Vgerd[S^E` SbeZaft
A ffsi SA @ C & \$" #&žDwřqVhVw Xb_ Zffb,!!Ui affSi SžJa_!1bSYWQ[V/#\$
5geZ_ S' ~ I S] W-VW A ffsi S t/\$" #&Sfi
A ffsi S t 5[řk aX/\$" #&fz; hW fack aXHSUS` f ; Vgerd[S^S` V 4ge[Wee BSđ
>S` Ve, GbVSfW\$" #&ž \$" #&žDwřqVhVw Xb_ Zffb,!!affSi SžUS!W!U[řkžS^
YWž] ` ai žkagđU[řk!hSUS` řž Vgerd[S`žS` VžTge[WeežBđ žS` VežegchVK
A ffsi S t 5[řk aX/\$" #&fi
5geZ_ S' ~ I S] W-VW A ffsi S t/\$" #&Sfi
5a^Wb; fWđ Sřja` Sž/\$" #&SfzA ffsi SA UW? Sđ Wf DWbadi EWla` V
CgSđfWđ \$" #&žDwřqVhVw Xb_ Zffb,!!i i žJa^WbUS` SVSžJa_!W!
5a__ WđU[SžBcbWřkžDweVSDJZ1a UWA ffsi S` kVSD/\$" #&` bcbfkbWAX

A ffsi S t 5[řk aX/\$" #&fz3bb[Ufja` VWfS[e, \$" " FdW_ T`Sk DaSVž
DwřqVhVw Xb_ Zffb,!!Sbb" #&žA ffsi SžUS!baef[Yb`S` e!Sbb6WfS[ež
XeXeWeeja` [V/% #5+`)%ž7+% 7` %žž7&8" 4%+(3+43+" 1'S` Y/W ~ Sbb;V
/QQ) 36: 3#
6Sh[V Ež? UDaT[W3dJZ[fWUfe ; Už/\$" #&fzFZWA ffsi S FdS[KSDVe
žA UWWVhWab_ W řžDwřqVhVw Xb_ Zffb,!!i WfUSefžaffSi SžUS!b`S`!
3^Q_ SYW \$" DWVWđV U[YQE[fW \$" B`S` , \$" 3bb[Ufja` Q_ SYW \$"
DWVWđV UWQ&` ' , \$" FWđ [S^ \$" ž \$" 8ad_ S^ \$" GđfS` , \$" 6Wđ[Y` , \$"
BdWeW fSřja` žB68
5a^Wb; fWđ Sřja` S t/\$" #&Sfi
5a^Wb; fWđ Sřja` Sž/\$" #&TfzA ffsi S ? Sđ Wf A hWth[W t EWla` V CgSđfWđ
\$" #&žDwřqVhVw Xb_ Zffb,!!i i žJa^WbUS` SVSžJa_!W!5a__ WđU[Sž
BcbWřkžDweVSDJZ1a UWA ffsi S` bcbfkbW/DWfS[^ kVSD/\$" #&` dbb/' ~ b
SYW%
5a^Wb; fWđ Sřja` S t/\$" #&Tfi
5geZ_ S' ~ I S] W-VW A ffsi Sž/\$" #&Tfz? Sđ Wf DWfS[^E` SbeZaft A ffsi S
A @ C \$ \$" #&žDwřqVhVw Xb_ Zffb,!!Ui affSi SžJa_!1bSYWQ[V/#\$
5geZ_ S' ~ I S] W-VW A ffsi S t/\$" #&Tfi

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5.0

P,

A a _ _

b a h, - h , h a a a h a b, - a
YaaV TS'S' UWaXeUZaa'et Ua__g` [fk XSU[ffVet bSd] et S' V S
hSdWk aXZage[Y fkbV S' V b'SUe fa i ad] S' V eZabZ' T

Chapter Notes

9ahWd _ WfaX5S`SVSz/\$` #/fz5S`SV[S` : Vd[SYW, 3Tagf5S`SVSie
5Sb[FSzDWRdVhVW Xba_ Zffb,!!i i i ž UUZŹUUSIWY!#Q) ++(%)+\$` %
9ahWd _ WfaX5S`SVSt/\$` #/fi
@Sfja` S^5Sb[FS^5a__ [ee[a` ž/\$` #&fz5Sb[FS^GdTS` >S` Ve? SefWdBS`
BdM[_ [SckzDWRdVhVW Xba_ Zffb,!!i i i ž UUZU žUUS!e[fVē!VWVg f!~Vē!
bgTe!Ug^ bŽ_ SdZžS` #&žbVX
@Sfja` S^5Sb[FS^5a__ [ee[a` t/\$` #&fi
MO? [[efdk aX? g` [U]bS^3 S[de` : age[Yž/\$` #&fzBdch[U]S^Ba [Uk
EFSfW_ W fzdWRdVhVW Xba_ Zffb,!!i i i ž SZžYaržā žUS!3eeWf8SUFackžSebj 1
V[V/# &(%
? [[efdk aX? g` [U]bS^3 S[de` : age[Yt/\$` #&fi
AffSi St 5[fk aX/\$` #fz5Zaae[Y agd8gfgdVzDWRdVhVW Xba_ Zffb,!!affSi Sž
US!US^W VsdaffSi S!U[fkUag` U[!WU!\$` #!` \$ž\$#` %ž6aUg_ Wf. \$` % \$` ž
\$` 5a8QEgef. \$` B`S` Q8;@3>. ' 4#.' 6žbVX
AffSi St 5[fk aX/\$` #fi
AffSi St 5[fk aX/\$` #fi
AffSi St 5[fk aX/\$` #fi
AffSi St 5[fk aX/\$` #fz5[fk aXA ffsi S \$` #žS` #& EfdSfWV [UB`S` žDWRdVhVW
Xba_ Zffb,!!VaUg_ W fežaffSi SžUS!e[fVē!VaUg_ W fežaffSi SžUS!~Vē!
VaUg_ W felefdSfWV [Ucb`S` Qs` #Q#&QW žbVX
AffSi St 5[fk aX/\$` #fi
AffSi St 5[fk aX/\$` #fzA U]S^B`S` žDWRdVhVW Xba_ Zffb,!!affSi SžUS!W!
a U]Sžb`S` ž!ha ž_ Vžžā U]Sžb`S`
AffSi St 5[fk aX/\$` #fSfi
AffSi St 5[fk aX/\$` #fSfi
AffSi St 5[fk aX/\$` #fz fžHa ž_ W\$3žFdV_ T`Sk! Efz>SgdW fl S` V 5kch[^W
EVLā` VScK B`S` žDWRdVhVW Xba_ Zffb,!!VaUg_ W fežaffSi SžUS!e[fVē!
VaUg_ W fežaffSi SžUS!~Vē!VaUg_ W fe!fdW_ T`SkEf>SgdW f5kch[^WēWUB`S` ž

AffSi St 5[fk aX/\$` #fT fi
AffSi St 5[fk aX/\$` #fzA ffsi SBWVēfdS` B`S` žDWRdVhVW Xba_ Zffb,!!
VaUg_ W fežaffSi SžUS!e[fVē!VaUg_ W fežaffSi SžUS!~Vē!VaUg_ W fe!abbQ
\$` #fQW žbVX
AffSi St 5[fk aX/\$` #fUfi
AffSi St 5[fk aX/\$` " %fz7` h[ca` _ W fS^EfdSfWkžDWRdVhVW Xba_ Zffb,!!
VaUg_ W fežaffSi SžUS!e[fVē!VaUg_ W fežaffSi SžUS!~Vē!VaUg_ W fe!W h[ca
QefcSfWkQW žbVX
AffSi St 5[fk aX/\$` " %fi
AffSi St 5[fk aX/\$` " %fi
AffSi St 5[fk aX/\$` " (fž9dWV ebSUV? SefWdBS` žEfdSfWV [Vē žadA ffsi Sie
GdTS` 9dWV ebSUMēžDWRdVhVW Xba_ Zffb,!!affSi SžUS!Ue!Ycbgbe!Uā` fW fl

&(T ba Sa_ , TOD I a , Sa_

2i WaffSi S!VaUg_ W fe!bVX_ VSi !_ Vc#pWV[eb!Uā` " \$\$\$#žbVX
AffSi St 5[fk aX/\$` #fzA ffsi S 5kU[Y B`S` žDWRdVhVW Xba_ Zffb,!!
VaUg_ W fežaffSi SžUS!e[fVē!VaUg_ W fežaffSi SžUS!~Vē!VaUg_ W fe!aUb
\$` #fQdWbadQW žbVX
AffSi St 5[fk aX/\$` #fz fi
AffSi St 5[fk aX/\$` #fz \$` #fz FdS` ebadSfja` ? SefWdBS` žDWRdVhVW Xba_
Zffb,!!VaUg_ W fežaffSi SžUS!W!` aVWV *%
AffSi St 5[fk aX/\$` " +Sfz? g` [U]bS^BSd [Y? S` SYW_ W f EfdSfWkž
DWRdVhVW Xba_ Zffb,!!affSi SžUS!W!dVē[VW fe!fdS` ebadSfja` žS` VžbSd [Y!
bSd [Y!_ g` [U]bSžbSd [Yž_ S` SYW_ W fēfdSfWk
AffSi St 5[fk aX/\$` " +TfzDwē[VW f[S^>S` V EfdSfWk žadA ffsi S \$` " (žS` %ž
DWRdVhVW Xba_ Zffb,!!affSi SžUS!US^W VsdaffSi S!U[fkUag` U[!Scd!\$` " +!` \$
ž \$!6aUg_ Wf. \$` *T. \$` ž \$` DWē[VW f[S^ \$` >S` V. \$` EfdSfWkžbVX
AffSi St 5[fk aX/\$` " +Tfi
AffSi St 5[fk aX/\$` " +Tfi

	Internal Factors	External Factors
Positive (+)	<p>Strengths</p> <ul style="list-style-type: none"> • Extensive current and future transit networks (BRT, LRT, VIA Rail) • Existing services, utilities and infrastructure • Open street lines • Biodiversity development 	<p>Opportunities</p> <ul style="list-style-type: none"> • Public and political support • Proximity to key areas (Downtown, Meadowdale Centre, International Airport, University of Ottawa, new job sites, emerging neighbourhoods) • High level of stakeholder interest • Potential for increased connectivity • Possibility of rising land values • Allows for specialization of land uses • Ready for site plan control
Negative (-)	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of connectivity • Poor aesthetics • Overabundance of parking • Auto-oriented development • Low density • Some brownfields within study area • Potential difficulty for relocation of industrial uses 	<p>Challenges</p> <ul style="list-style-type: none"> • Location relative to other TOD areas may result in competition for development • Perception of remoteness • Unfavourable market conditions for residential development • Development approval timeline • Developers' interest and preconception

8[YgdW(#ZEG_ _ Sk fST WaXEI A 5 S' S'kef

6.1 - Strengths

FZwVdSdVeVWVbS^VVe[cST W bdVWY [ef] Y XVSfgdVe i [fZ] fZW
 FdV_ T'Sk EfSf[a` SdVb fZSf XshagdfoS` e[fZadW fWV VVWVab_ W fZ
 Th - , h **Bus Rapid Transit (BRT)** a VIA Ra
 efSf[a` et Se i W^Se fZWU^aeWbdaj [[fk aXfZWCgVWV ei Sk S' V
 6ai ` fai ` 5adVbdah[VVe VjUVbf[a` S^SUVVe fa fZWe[fWTK
 Tge S' V bdhSfWSgfa_ aT[VZFWi W^VfST [eZW FdS] KsdVe
 dVbS[UW fdV fZW5S' SV[S` DWVW gW3YW Uk S' V 5S' SVS
 Ba V " " " " | " S'

6.2 - Weaknesses

T_h Ua` WUf[hfki WebWUJS`k TWi VWV fZW adZVd S` V eagfZVd
 bSdUve fZSf SdVeWbSdSfW Tk fZWCgVWV ei SkZfZWV[e S Z[YZ
 Sgfa_ aT[WFdS Uha`g_ Wa` SdV[S^daSve egdtag` V[Y fZWe[fW
 S` V fZWV[e S^_ aef` a XaUge a` bVWVef[S` eS^Wk adSUUvež
 FZWSdV` SU] e h[egS^SbbVb^S` V Ua` e[efe aX_ S` k `SdW
 g` VVWg[f[VW egdSUmWbSd [Y `afež8[S`k ea_ W[YZf [VgefdS^
 = _ h a a a h a , a a h a , h h h
 , a a _ a a _ a
 bafW f[S^UWb` žgb TWadVdWVWVab_ W f US` bdaUWVWž

6.3 - Opportunities

A_h SdVSl ea_ WaXfZVWUa` V[fja` e bdVW f YdVsf abbadg` [fVW
 XadUZS` YVžBadVj S_ bVW fZWVj fW e[hWg` VVWg[f[VW egdSUm
 a _ h a b _ b h C _ O a a
 fZWeZadZVd_ dVWVWab_ W f aXfZWe[fWfZWgeWaXe[fWb` S`
 Ua` fca`e ZSe TWV i W`VefST feZVW [adVWifa dVg`SfWS` k
 `W VVWVab_ W f [fZWSdVšZfZWVbSbbVbSde fa TWS Z[YZ VVWV
 , _ a , _ a h _ h a a , h Light Rail
 Transit (LRT) S` V fZVdVWVWVab_ W f aXfZW WYZTagdZaaVf
 i Z[UZ i [^] V k [UdVSeW`S` V hS`gVe S` V USB[fS^dVfgd ež
 T_h [UdVSeV [VV e[fkZfZWUa` efcgUrfja` aXfZW W bVWVef[S`
 TdVYWSUbaee fZWCgVWV ei Sk i [^a VdS` W Ua` WUfja`
 b _ h , h a _ _ h a _ h T ba
 EfSfja` SdVšZfZWebWU[S` S` S` aX`S` V geV [fZWSdVb i [^
 Td` Y [Z[YZ e] [^W `STagd[fa fZWU[fkž8gdZVd_ adV fZWV
 _ a a a a , _ , h _ a _ a
 , h , h a a , _ h , h a a
 S` V VVWVab_ W f aXfS` e[f ZgT ež8[S`k FdV T`Sk EfSfja` ie
 dVsf[hWk U`aeWbdaj [[fk fa fZWVai ` fai ` UadV fZWG` [hVb[fk

aXA fFSi Sł S` V Wj [ef] Y dV[VW f[S^ WYZTagdZaaVe bda[h[VW
 , aXfZWU[fk a` UWfZW>DF [e Tg[fz

6.4 - Challenges

3 fZagYZ fZWfDv T`Sk EfSfja` SdVb ZSe YdVsf bafW f[S^ fZWV
 a a _ b , h a _ h a _ b
 [b`W_ W f XgfgdVfS` e[fZadW fW VVWVab_ W fZfZWefSfja` ie
 `aUSfja` TWi VWV : gdV_ S` S` V Efz>SgdV f efSfja` et TafZ
 i [fZ [fe ai ` g` [cgWh[eja` Se S FA 6 UdVsfV Ua_ bW[fja` Xad
 VVWVab_ W fZ 7j [ef] Y [VgefdS^Tge[VeeV [fZWSdVb SdV
 `af Ua` VgU[hWfa dV[VW f[S^VWVWVab_ W f S` V [fi [^TWV[Ug`f
 fa` VWaf[SfWfZV[dVUUSfja` ž5a_ bW[fja` XaddVagdVb S` V
 _ Sd` V eZSdMi [fZ TafZ : gdV_ S` S` V Efz>SgdV f efSfja` e
 bdVW fe S` afZVd [eegWfZSf i [^YdVsfk S WUf fZWV[efdTgffja`
 aXVWVWVab_ W f S`a` Y fZW5a` XWVbSfja` >[VZfZWefSY` S` f
 _ a a , _ , h a a a h h a
 , a _ a _ a
 aX` S` U[S^] UW f[hWfa ef`_ g`SfWVWVWVabWd [fVdVefz

6.5 - Implications for Implementation

F__ TOD , _ a _ h T ba Sa , _ h _
 USb[fS` Wa` fZWVj [ef] Y efdW Yfze [fZWSdVbšZa hVUa_ [Y
 h _ h a _ a a , a
 efs] WZa VVb fa V[[[eZ Wj [ef] Y i Vb] ` VeeV S` V ZSd Vee
 abbadg` [fVW XadYcai fZžfZWegUUVee aXfZWVj [ef] Y FdS[KsdV
 Xa_ fZWSdVb i Z[VfZWUa` efcgUrfja` aX` W a` UWfai Vb i [^
 W UagdyWe [[SdVWVWVab_ W f [fZWgfgdVZa hVUa_ [Y fZW
 [VW f[-W i Vb] ` VeeVebWU[S`k fZWUa` WUf[hfki [eegV S Ubaee
 fZWfSd [fS U] et i [^dVg[dW VWaf[Sfja` S_ a` Y efs] WZa VVbž
 T_h a _ h a _ h a a h a a b h , a ,
 , _ a _ a h _ _ a , _ ab _ a

_ Sd] Wf Ua` V[f]a` eZ FZW5 [fk aXA ffSi Sie _ S[Xa Uge eZag V

' " T ba Sa_ TOD I a_ S a_



7.0

S a₁ h₁ C₁ - a₁
 S` V ; _ b^h W₁ W fSf[a` I ad] eZab

T_h r a₁ - - - - a₁ h₁ - a₁ h₁ a₁
 [xad₁ W fZWdW₁ - - W vSf[a₁ e agf₁ W i [fZ₁ fZ[e dWbadz₁
 T_h - a₁ - - - a₁ h₁ - r - a₁ h₁ - a₁

7.1 - Stakeholders Interviews

EW [žefdjUfgdW efS] VZa VVd[fWh[W ei VdMUa` VgUFW a`
EWbFW TWd#\$fZl \$" #& Sf A ffSi S 5[fk : S^Se S fs] VZa ba[f
XadfZ[e bca VUfzFZWbca VUfYdagb dWUfhW VZ[Le SbbcahS^
b h S h,, U ba a R a Pa (SURP) U
DVeVsdJZ 7fZ[Le 4aSdV fa Ua` VgUf fZVeW[fWh[W ežFZWVfVb
a a h a b
[3bbW Vlj 4#FZWefS] VZa VVd[fWh[W ei VdMUa` VgUFW
i [fZ 5[fk aXA ffSi S bS` ` We S` V efS tS` V S_ S`ad S` Vai ` Wd
[fZWfdV T`Sk EfSf[a` SdVšFZW[fWh[W ei VdVS` VeeW f[S^
a a h a ba , a ,



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8.2 - City of Evanston, Illinois

City Population)' ' " " "
Metro Population (Chicago)	+!) " " ' " " "
Primary Transit Mode	C, _ _ a _ ba a
Project Completed	DW[fS[S[f]a` _ aefk Ua_ b^WTk \$" " (
Developer	M_
Zoning	? [j VWZgeW: [YZZ/W e[fk Sd`g` V efSf[a` e
Land Uses	? [j VWZgeWUa_ _ WU[S^DW[VW f[S^A UW l _ _ a; l _ _ _ , a

FST^W* #Z=VK [Xad_ Sf[a` XdfZW5[fk aX7hS` efa`

Financing Mechanisms

Er_a_ _ ' a _ a_ _ a_ _ a_ _ h _ h C_h a_ /Ma
 6 [efqUf F;8 V [efqUf i Z [UZ i Se [fe bd_ Sck Xg` V[Y eagdUWad
 [[f[S^VWVWab_ W f egdtag` V[Y fZWeSf[a` ž FZW_ S'adfk aX
 fZVWVXg` Ve[bdh[VWV Xadg` VVdFZWF;8 DWVWVWab_ W f 3Uf
 US_ WXa_ [UdV_ W fS^bdabWfk fsj dWVW gVezG` VVdFZ[e F;8
 DWVWVWab_ W f 3Uf fZVK i VdVS^ea W[Y[T Vfa dUWVhW VV
 [UdV_ W fS^bdabWfk fsj Vē Xa_ afZVdDWVWVWab_ W f BcaVWUf
 3dVSe [fZWU[fkž FZVWVXg` Ve Zai VVWV US` a` k TWgeW
 fa ZWb VVWVSYWS` V SffSuf bdhSfW[hVef_ W f [fa fZWSdVŠ
 BdhsfW[hVef_ W f i Se WVW fgS^k fZW_ S'adXg` V[Y eagdUWad
 fZVdV_ S[VVdaXfZWbca VUfz3 hSdVfk aXafZVdeagdUW V S^a` Y
 i [fZ F;8 V [efqUfe S` V bdhsfW[hVef_ W f ZWbVW bdh[VWfZW
 Xg` Ve dVc[g[dW fa Ua_ bVWVfZWbca VUfzFZVWV [U'gVW, UWfS[
 ^aUS^eS Vē adgf[fk fsj Vē ebWU[S^eWh[UWScdVŠ fsj Vē bcaUWVWē
 aXbdabWfk eS Vē UWfS[S` V VSeWbSk_ W feU WfS[? afad
 8gWfSj dWVW gVē UWfS[efSfWS` V XWVdS^YdS` fe ad^aS` et
 UWfS[[hVef_ W f [Ua_ Vē S` V afZVdYW VdS^Xg` Ve Xa_ fZW
 5 [fk S^aUSfW i ZW dVc[g[dWž

Program Actions/Improvements	Estimated Costs
>S` V SUCg[eff[a` SeeW_ T'kt S` V dVWUSf[a`	"\$!" "" P" ""
E [fWBdVbScSf[a` t; U'gV[Y 7` h[da` _ W fS^ DW_ W [Sf[a` t 6W_ a [ffa` t S` V e [fW9dSV[Y	"\$!" "" P" ""
Gf[fk ;_ bdhW_ W fe/; U'gV[Y I S'fVd BgT [U FdS` e [f 8SU [fVē Efad_ t ES` [fSck EW Vd EWh[UWaXBgT [U 8SU [fVē S` V DaSV ;_ bdhW_ W fe fi	" (P" "" P" ""
DWZST [fSf[a` aX7j [ef[Y BgT [U S` V BqhsfW EfdgUfgdVē FSj [Y 6 [efqUf 5Sb [fS^;_ bdhW_ W fe	"' P" "" P" ""
P_b Fa _ (_ Pa _ Fa _ a S _ a)	"&" "" P" ""
I _ _ C_ _ P_ _ a _ , h A	"\$!" "" P" ""
BcaVWē [a` S^EWh[UW5ae fe/; U'gV[Y B'S` [Y t >VWS^7` Y [VVW Y t 3V_ [[efSf[hW 3` ` gS^ DVbad[Y t S` V ? Sd W[Y fi	"# " "" P" ""
<aT FdS[[Y	h000"
S a _ , S h , D Pa _	

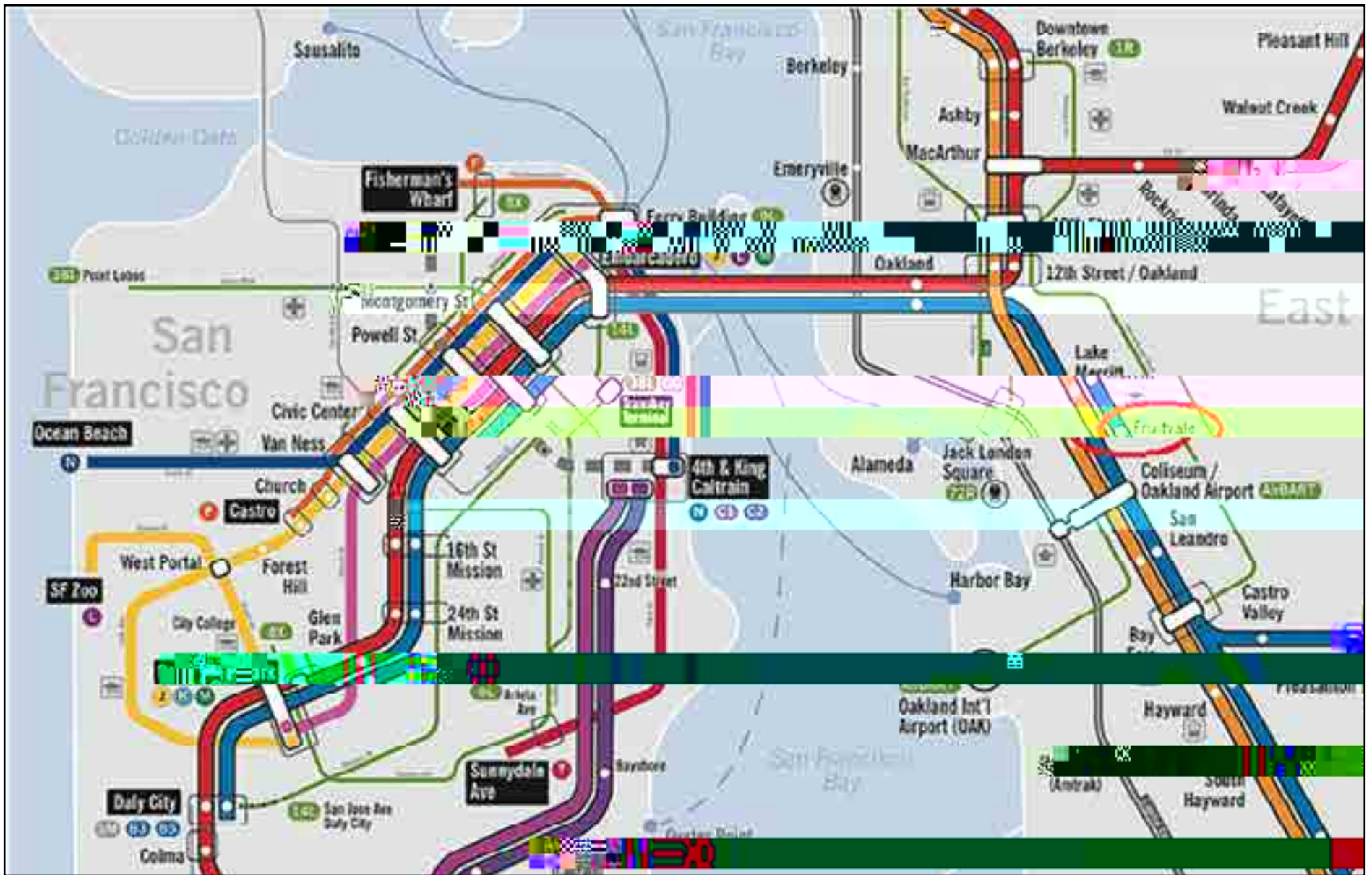
Financial Mechanisms

A dY[S^kl fa XgdZVd[fe b'S` ` [Y W adfel fZWG` [fk 5ag` U[^
Sbb^W XadS` V i Se Si Sd/VW S` "#' !" "" 5649 Xa_ fZW
5 [fk aXA S] S` Vz

bSd[Y `afe TWfi VWV % fZ S` V % fZ ShW gWē XadVWwWab_ W f
aX8dj[fhS`WH[*SYW;ž°

8dj[fhS`Wi Se fZW [U`gVWV [S FSj ;` UdW_ W f 8[S` U[Y /;8fi
V[efqUf ea fZSf fZWbca`WUf Uag`V dWUW`hWF;8 Xg` VežFZW865
faa] agf S` &_ [^a` >aUS^; [f[Sf[hWē Egbbadf 5adbadSf[a` />;E5fi
Td[VYW`aS` i [fZ fZWēWF;8 Xg` Vež FZWbca`WUf S`ea aTfS[Wf
fZdagYZ fZWU[fk aXAS] S` V[S GE 6WbSd_ W faX: age[Y S` V
U ba D , , (HUD) E na E _ C, _
WLa` a_ [UVWwWab_ W f [[f[Sf[hWYdS` faX` %ž%_ [^a` t_ SfUZW
Tk S` %ž%_ [^a` : G6 EWUf[a` # * `aS` ž`T, C , Oa, a
i Se S`ea fZW[eegWLaX` #+ž` _ [^a` [fSj ŽY_W bfTa` Vel Xad
i Z[UZ 5 [f[TS`] bcah[VWV fZWUdW[f W ZS` UW_ W fi fZWWTk
`ai W[Y fZW[fWUef dSfWbS[V Tk fZW865ž3XWUa` efdUf[a`
TVWS` t fZWU[fk SbbcahWV S` &ž` _ [^a` t \$" žkV\$dbdWbS[V WSeW
fZSf S`ai W fZW865 fa bSk Vai ` fZWTa` Ve Tk "\$ _ [^a` eaa`
a _ h , , , , a _ _ _ _ _
bSk_ W fe S` V XWē a` fZWTa` Vž²

? Sb *#žBZSe[Y _ Sb Xad8dj[fhS`WH[*SYW
EagdW @@: E DS[^BcaYd_ t \$" # \$



8[YgdW* #Z>aUSf[a` aX8cdj[fhS'WH[*^SYWdMSf]hWfa fZW4Sk 3d\\$/
EagdJW 9aaYW;_ SYW# \$" #&

Development Process

FZWWWbWbWbgf faYVZWdFZdWWW_ bfk T^aU] e fafS↑ Y \$&\$
ZWfSdVē SV\SUW f fa : agefa`ie Vai ` fai ` ž;` S^fZW_ j VWŽ
geWdVfS[↑ a UW S` V W fWfS[_ W f bca WUf Ua` e[efe aX%04&&'
ecz_ aXdVfS[^S` V # ' * #ecz_ žaXa UMžFZWbgT↑UecgSdV[e
, a h ~ , h , a _ _ _ , _ b
a UWgeVē a` fi a e[VVēžFZWWWbWb_ W f ZSe S eVdVē aXe] kŽ
TdVYVē Ua`` WUf Y V[WdW f Tg[V Yēž

FZWg f_ SfWh[e[a` aXfZWbca WUf i Se fa Td Y [UdVSeW
bWVēfdS` SUf[h]fk fa fZWSdVēžFZ[e i Se SUUa_ b↑ēZW Tk
Tg[V Y S bWVēfdS` ždW V k W h[ca` _ W fi dVfS[^efadVē S` V
S` W fWfS[_ W f SdVē egcbag` V Y fi a ↑Y

Sbbdaj [SfMk "#) " _ [^fa` Va^Sdež I_ a a a
 h, _ h a **public-private partnership (P3)** Xg` V[Y_ WJZS` [e_ ž
 3 fSj [UdW_ W fdW/ hVef_ W fl a` WF;DLfIS` V VVhWab_ W f
 a_ , h C_ , H_ = , a Ha_ C_ _ a_ _ _ h
 ~ S` U[Y aXfZWbcaWUfz 3 UWSdS` V VWS[VW la_ _ g` [USfa`
 _ a_ a _ a_ a h _ a_ a h
 [hVef_ W fž

Financial Mechanisms

FZW5 [fk aX: agefa` [b^W_ W fW S F;DL fa XSU[fSfWfZW
 , _ b a _ _ _ h H_ = , Pa_ , _
 SdWSž3UJad/[Y fa fZWF;DL b^S` XadfZWSdWS, "(%+!" "" i Se
 ebW fa` dYZfaXi Sk Wj bW eW/gf[f[VWet Ugd[et e[VW S] et S` V



;_ SYW* ž Ž9d/WV Efd/WVf : agefa` f FVj Se
 EagdW z3Tagf 9d/WV Efd/WVfS` žž

? Sb *%Ž>aUSf[a` aX? aU] [YT[dV EfSf[a` dWSf[hWfa 6S^Se
EagdJWG` [hWb[fk aXFW Set \$" #S

Development Process

Bd[adfa ? aU] [YT[dV EfSf[a` † fZW5 [fk V[V ` af bcdh[VWS` k
[UW f[hWē XadFA 6 S` V ZSV ` a bcd[Vy bWd[W UMI [fZ fZ[e fkbW
aXVWWhWab_ W fZ⁷ FZW5 [fk V[V ` af bcdh[VWS` k egTe[VWē
FA 6 B'S` ` [Y† adegbbad[hWba [UWē⁸ T_h , , b a
Tk Tgk[Y gb bcd[Vfk egcbag` V[Y fZWfcd` e[f efSf[a` žFZW
bgdJZSeWaXa` We[fWebWU[-US^kt S^ai VW fZWVWhWabWdfa
`-` a a | - - a ha - a
fa eWh[UWfZWVWhWab_ W fZ

FZW5 [fk aX6S^Se_ SVW a UZS` YWē fa [fe b'S` ` [Y adl a` [Y
fa XSU[†fSfWe[fWVWhWab_ W fi Se TafZ bSdUWē aX'S` V fZSf i WdW
VWWhWabWV fa UdWSfW? aU] [YT[dV EfSf[a` i WdWS^dSVk l a` VW
Se_ [j VWžgeVZ⁺

Ua`fdTgf[a`e fai SdVe bgT U [X SefdgUfgdW U`gV Y a Že[fW
bVWVefq[S`SUUWēz° I ZSf_ S] Vē fZ[e USeWefgVk g` [cgW[e
fZSf fZW5 [fk V[V`afa WdfZWWWabWdS`k [UW f[hVē`ad
i Se [f bca_ afWž: gYZWē 6WWWab_ W f ebW f` (" " f" " "
Xad_ bcahW_ W fe fa bgT Ue[VW S] et S` VeUSB[Yf S` V
Ua``WUf[a`e fa S dW[a`S^Z [] Y fdS[2° P` a_` ,`

P r a l e	
: gYZVø 6WhWab_ W f Ž	" (" " l " " "
P_b a _ a	
La A =	" \$" Ž%_ [^fa`
FafS^BcbWVf 5aef	" #& #_ [^fa`
F;8 6 [efqUf B'S` Ž? aU] [YT[dv B'SI S EgefS] ST ^W6WhWab_ W f BcbWVf	
R a T a_ a_ C_	" #& _ [^fa`
C B_	" #& &_ [^fa`
P r a F_ TIF R b_	" & " l " " "

FST W* ž Ž7ef_ SfVW Uaefe aXFA 6 [b^V_ W fSfa` žad? aU] [YT[dv EfSfa`



_ SYW* ž Ž3W[S^bZafa aX? aU] [YT[dv EfSfa` † 6S^Sel FVj Se EagdWVG` [hWè[fk aXFVj Sel \$" #š

((T ba Sa_ TOD I a_ S a_

Lessons for the City of Ottawa

‡ ? [j WŽgeW SfgdW abf[S^ Sd] W Ua` V[f[a` el S` V bd[hSfW
 EfSfa` ž
 ‡ >[[fW [[f[S^ [ha ^W_ W f Xb_ 5[fk aX6S^Sež
 ‡ O a a h_ a_ efcdSfW [Vè fZSf dWgUWdWcg[dW bSd] [Y [S i Sk fZSf [e
 e_ [^Sdfa ? aU] [YT[dv EfSfa` ž
 ‡ l _ ahV_ W f i [fZ [fZWe[fVž
 ‡ E_ [^Sdfa ? aU] [YT[dv EfSfa` † FdV_ T^Sk` WW e fa ž Uge
 [bcbhV_ W fe a` bWVèfdS` Ua` ` WUf[hfkž
 ‡ U a TIF i Sk fa W WUf[hWk Ua` fcb ^VWhWab_ W f fa egbbad fcd` e[fz
 S` V bWVèfdS` geVèž

8.6 - Ohlone-Chynoweth Station, San Jose, California

City Population	# " " " " "
Metro Population (San Jose-Sunnyvale-Santa Clara)	\$" " " " " "
Primary Transit Mode	L h a ; B
Project Completed	2001
Developer	7VW : age[Y ; UZ
Land Use	R a ; C a

FSTW* ž+ Ž=VK [Xad Sfja` XadAZa` WZk` ai WZ Efsfa`

Project Overview

A Z`a` WZk` ai WZ efSfa` [e S g` [cgWfD` e[fZadW fW UseWefgVk TWUSgeWf [e S _ j WZgeWS ad/ST WZage[Y VWWab_ W fUa` ` WUFW fa TafZ S YZf dS[^S` V Tge efSfa` ž FZWa[fbgT UZdqhSfWbSd` WZ [b TWi W W ES` fS 5 SdS Va Ta_ , a , A h_ (VTA) a E H_ ; Uz dWeg fW [S fD` e[fZadW fW VWWab_ W fa` S Xad Wd ## " ŽebSUmBsd [Y af fZSf` ai SUUa_ _ aVSfV VhWgeW S` V S_ W [fWZ FZ [e fD` e[fZadW fW Ua_ _ g` [fk i Se bSd aX fZWHF3ie Sd W W ad e fa [fW dSfWfD` ebadSfa` S` V S` V geW bS` [Y [fa a` We [fW i Z [W_ W W [Y Zage[Y V W_ S` Ve [S _ Sd] W i Z W W Zage[Y b [UW ZShW [U W SeW e [Y` [-US` f k²⁷

Development Process

FZWe [fW Se [W f [-W Se S` [W S ^a USfa` Xad S a [f VWWab_ W fZ FZWfD` e [f [Wa W W e W h [UWfa Sd W W_ b ak_ W f` a V W e -fZWHF3 ZSV b d W W f Z W Xfgd Wa X fZWbSd Ž` V Žaf d W W Uag V TWbgf fa TW W d S Ž W f S W geW S` V Sefk fZ W W W W W e a X f Z W S V S U W f e [f W Z S V b S` e Xad _ a h_ i Z [Y ZageW fZ f [V V` geage [abeW ab_ [a` Xad W i Z [Y ZageW fZ



;_ SYW* ž ŽAZa` WZk` ai WZ Efsfa` f ES` <aeW 5S [Xad [S EagdW fD` e [f A d W f W [\$" ##

Financial Mechanisms

EWVW^~` S` U[S^_ WUZS` [e_ ei VdWgeW fa [b^W_ W fAZ`a` WZ
5Zk` ai WZfi [fZ fZWfafs^bda WUf VVWab_ W fUaefTW Y ahWd
`%" _ [^a` Z^4 FZ[e [UgVVe XWVW^YdS` fel fSj ZW_W bfTa` Ve
S` V `aS` e Xa_ fZW5 [fk aXES` <aeVZ` ? adWebWU[-US^k Xg` V[Y
Xa_ fZW5 [fk bS[V XadbW_ [f XWV Tg[V[Y S` V bgT [Uj ad e
XWVzFZWa` ai [Y fST WTD[S] e Vai ` fZWebWU[-U~` S` U[S^
_ WUZS` [e_ fZSf i Se geW Xad [b^W_ W f[Y fZ[e bda WUfz

8[YgdW* ZŠ ŽEfSfa` _ Sb XadAZ`a` WZ5Zk` ai WZ
EagdWES` fS 5`ScS HS^Wk FdS` ebadSfa` 3gfZadffk \$" #&

8.7 - Downtown Plano, Texas

City Population	\$(+)) (
Metro Population (Dallas-Fort Worth)	({&" " !" " " "
Primary Transit Mode	L h_ a ; B_
Project Completed	\$" " "
Developer	M_
Transit Agency	Da g A a Ra T a_ _ (DART)
Land Use	R_ _ a ; C_ _ a ; R_ a , a
Development Site	S_b_ ba a ,

FST W* ## Z=VK [Xad Sf[a` Xad6ai ` fai ` B'S` a

Project Overview

B'S` aie Vai ` fai ` i Se [VWU↑ Wbdqadfa 63DFie Wj bS` eja`
 [fa fZWSd\ŠFZWUa__g` [fkie âUS^dWS[^Tge[WeVe i VW
 efdjYY↑ Y S` V fZWTg[f Xad_ i Se [bZke[US^VWU↑ V#7

aXVWwAb_ W fi [fZ Wj [ef] Y dV[VW f[S^SdVSež7j S_ bVé aX
eg[fST [f[k La` UWd e [UgVWfD U ha'g_ W[UdVSeW fkbVé aX
dV[VW f[S^g` [fel S` V [UdVSeW] bcdabWf k hS'gVéžFa _ [f]YSfW
fZ[e UZS^W YWbgT^U La` eg'6 i ! e!

3 fZagYZ afZWefSfja` e S`a` Y fZW5a` XWVWsfja` ↑ W ↑ W
: gdV_ S` EfSfja` † US` TWUa` e[VWVW fa ZShWS_ adVWVWŷ
àUSfja` adYdVWfWdbaj [[fk fa fZWai ` fai ` UadVWfV_ T`Sk
EfSfja` ZSe S g` [cgVWVWfXabBfefs [f]Vefadi B[f]ž [fZžFZWV[e
~ = ~ a ~ h C ~ , ab, a ~ h h ~ a
eWufad[`i Ske fZSf i WdVegUWVexg`k WjWgfw [hSdage
USeWefgV[Véž4WUSgeW_ gUZ aXfZW`S` V Sdag` V FdV_ T`Sk [e
g` VVWVWwAbWVf fZWV[e [UdVSeW bafW f[S^ad fZW5 [fk fa
W WUf[hWk [b`W_ W f fZWhe[a` eWf agf [fZWFA 6 B`S` † Se
~ a ~ h ~ h ~ a ~ h ~ a a
[fVYdSfW [fa fZWTg[f W h[da` _ W fž

Ma ~ a ~ a b a ~ h TOD ha
i WdVegUWVexg^ [TafZ S Vai ` fai ` S` V egTgdT`S` Ua` fVj fž
3 fZagYZ FdV_ T`Sk EfSfja` [e` af`àUSfW [Vai ` fai ` A ffSi Sł
~ h C ~ a a ~ h ~ a ~ h ~ a ~ h h
i [^] Wk dVegf [UZS` Y [Y Ua__g` [f]Vé S` V S` Wj bS` VW
Vai ` fai ` UadVfD` e[fZadV fW VVWwAb_ W f YW Wŷ`k
g` Xa`Ve ahVdS # ŽS' Ł kVsdF_ WbWf a V i Z[UZ _ VŠ` e fZSf
FdV_ T`SkV U`aeWbdaj [[fk fa fZWai ` fai ` _ Sk TWWVW _ adV
dVWVŠ` f [fZWUa_ [Y kVŠdž3e Ydai fZ aUUGdel g` VVžgf[↑] W
S` V hSUS` f S` V i [^] Wk TWfZWe[fWax [~^ dVegf [Y [S`
Wj bS` VW gdT`S` UadVfZ[e_ VŠ` e fZSf FdV_ T`SkVé àUSfja`
SufgS`k bVéW fe abbadfg` [f]Vé XadYdai fZi dSfZVd fZS` S
UZS^W YWxad [fW e[hWVWwAb_ W fž5SeWefgV[Vé fZSf`aa]
a ~ h ~ a ~ ab ~ h a
_ Sk TWSVabfW Tk fZW5 [fk aXa ffSi Sž

Chapter Notes

- . G: [hW]fk aXFW Set /\$" #Ufi
- . G: [hW]fk aXFW Set /\$" #Ufi
- . G: [hW]fk aXFW Set /\$" #Ufi
- . G: [hW]fk aXFW Set /\$" #Ufi
- . G: [hW]fk aXFW Set /\$" #Ufi
- . G: [hW]fk aXFW Set /\$" #Ufi

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9.0

I a T

6dSi [Y Xa_ fZW\$' bdWVWV f USeWefgV[Mh -hW] Wk
a_ h_ ka_ b :F a a
_ a_ ;Pa_ a_ ;Pa_ ;Ma_
faa e-S` V 3V_ [[efoSf[hWSdtS` YW_ W fezFZ[e UZSbfWdXgdZWd
_ a_ h_ a_ ka_ ka_ a b = b h
5[fk aXA ffsi_ S TWadW_ S] [Y dWka_ _ W VSf[a` e [5ZSbfWd#š

9.1 - Financial Strategies

F a a a _ a _ a _ a _ transit-oriented development (TOD) [b W W f Sf[a` ž FZWdVsdW
 _ S` k V[WdV f ~ S` U[S^efoSfWV [Me fZSf US` TWgeWV fa
 ef[g SfWWVWab_ W fž? aef Ua __ a` k[hVef_ W fe [a _ _ a _ a _ a _ a _ b a a
 TWadW W bdhSfWVWVab_ W f US` aUgdFZ[e [e WfZWd
 b a = a _ _ a _ _ a _ a _ a _ a _ a _
 SffoSU[hWadVWVabWdVefVW fel S` Vi adVef [Si VS]
 dV^VefSfW_ Sd WZ Th_ a b a _ a _ b _
 a _ ; h b ha _ _ h _ _ a a a
 A Z[UZ i [^YW VdSk bSk Xad [bdhW_ W fe [WefW Vdi SfWd
 S` V i SeFW SfWd S` V bSd [Y XSU[ffVefiadi [^dVg[dW^aUS^
 YahVd _ W fe fa gf[WhSdage fSj Vef S` V XWVe ShS[ST Wfa fZW
 XadbgT [U [bdhW_ W fež

Tk _ b _ ka a b _ h a
 _ a _ h _ a h _ h _ a _ a
 a _ a _ ka _ a _ ka _
 FA 6žFZVWUZS^WYVe dVdVW f fZW VVW XadUa` f[gW
 _ a _ a _ a _ h a _ a _ a
 a ka _ a _ a _ ka
 ebgdVWVab_ W fžFZW^ai [Y ~ S` U[S^efoSfWV [Me SdW_ aef
 dWVhS` f fa FdV_ T`Sk EfSf[a` S` V [UgvVWUSeWV S_ b Vei ZVdW
 fZVW~ S` U[Y _ WUZS` [e_ e ZShWTVWV [b W_ W fWž

9.1.1 - Implementation Expenditures

Tk C O a a h _ b a _ h
 Xa^ai [Y [XSeFdgUfgdWV bW V[fgdVef [adWVifa Seeg_ WfZWde]
 SeeaU[SfWV i [fZ Xa` fZW V [XSeFdgUfgdMuafef fZSf aXW VVWd
 † S` V 3Ucg[e[fa` † 3eeW_ T`k[S` V DWaUSf[a`
 † E[fWBdWbSdSf[a` † [Ugv[Y 7` h[ca` _ W fS^dV_ W[Sf[a` †

† U _ _ a _ _ a
 † I SfWd bgT [U fcd` e[f XSU[ffVef eS` [fSck eW Vd
 _ b a _ a _ a
 † DWZST [fSf[a` aXW [ef[Y bgT [U S` V bdhSfWefdgUfgdVef
 † P_b a _
 † ; Ugv[Y bSd [Y XSU[ffVef efdWVefUSb[Yf S` V
 SUUWef [bdhW_ W fe XadT [UKU[efef bWVefcdS` et
 UScd S` V TgeWef

Sh_ h C O a a h _ a _ _
 [bdhW_ W fel [fi [^eWVhfa W ZS` UW af a` k fZWfWd_ T`Sk
 EfSf[a` SdVie SbbVScS` UW Tgf S`ea USbSU[fk XadYcai fZžFZ[e
 a _ a _ b _ h a a
 S` V US` bdh[VWVdVfWd [UW f[hVef XadVWVabWef fa [hVef
 e[UWfZW5 [fk fS] Vef a` fZW_ S`adfk aX[hVef_ W f de] XadfZVW
 eW[VWefž FZW5 [fk i [^TWST Wfa W WUf[hWk _ S] WS dVfgd
 h _ _ a _ a _ h a _ h a a
 bdh[VWTafZ eZad S` V a` YžVd_ hSgVž; hVef_ W f [fa afZWd
 _ b a _ a _ a _ a _ a _ a _ a
 dWVgWefcdV_ XadfZW5 [fk fZWdWk bdh[V[Y S` SVWgSfW
 _ a _ h a _ a
 dWVgWefXa_ ZYZVdVfSj Vef fZSf dVeg fXa` _ W VVWVab_ W ffi
 S` V bcbWVfk hSgVž; ea_ W3_ WdUS` USEVef [XSeFdgUfgdV
 _ a _ a _ a _ a
 egTeVcgW f k ZYZVdVfSj dWVgWef i Z[UZ S^ai W YahVd _ W f
 a _ a _ a _ a
 Tax Increment
 Finance (TIF) _ a _ a _ a _
 bcdWVfz^4

Tk _ a _ _ a b a h
 Tk ~ S` U[Y adbSk Zežkag Yaž8[S` U[Y dVg[dVef fZSf
 _ b a _ b _ h _ a _ h
 faS^Uaef aXfZW [bdhW_ W f [e ShS[ST W i Z[UZ aXW dVg[dVef
 b _ a a _ _ a _ _ b _ h a a
 bS[V TSU] ahWdS bWdV aXf_ Wge[Y fSj Vef geWdXWbSk_ W fel
 adafZWdWVgWefagdVefž 3 Vd Sf[hWk fZWbSk Zežkag Ya

FZ[e USeWefgVk [e S` Wj S_ b^WaXZai fZW5 [fk aXA ffSi S UagV
Xg` V fZW[[fS^VWwWab_ W f egdbag` V[Y FdV_ T^Sk EfSf[a` ž;X
fZW5 [fk i ad] e i [fZ V[WdW f ~` S` U[S^_ WUZS` [e_ e fa USbfgdW
fZWdV\$ [W hS`gWaX[X\$efdgUfgdWS` V bSd] [Y [hVef_ W fe fZW
C_ a _ _ _ _ a _ _ _ a _ _ _ _
fa UdV\$FWS` W h[da` _ W f fZSf egbbade FA 6ž

9.1.3 - Tax Increment Financing (TIF)

? aef Ua__ a` k F;8_ WUZS` [e_ e SdWgeWw fa ~` S` UW^aUS^
[X\$efdgUfgdW W h[da` _ W fS^UMS` gbt ad^S` V SeeW_ T kž
TIF_ a a _ _ _ a _ _ _ _ _ _ _ _ _
efcSfW[U[hVef_ W fež` ;f [e VW` VW Tk E[W_ W e W Sž
/\$" #&fise fZWUdV\$fa` aXSVV[f[a` S^fSj dWwW gV TSeWw a`
TcbSVW [Y fZWfSj TSeW[efV\$V aXcS[e[Y fZWcSfWaXfSj W ad
UdV\$[Y SVV[f[a` S^fSj W ež;` afZVdi adVef fZVW[X\$efdgUfgdS^
[hVef_ W fe SdW~` S` UW Tk bcbWk fsj W fZSf dVeg f Xa_ ` W
bd[hSfW[hVef_ W f S` V [bcahW_ W fž': [YZVdfSj dWwW gV
SdV\$ea S dVeg f aX[UdV\$eWw bcbWk hS`gSf[a` e Xa_ Wj [ef] Y
VWwWab_ W fežF;8e Va` af dVc[g[dWbcbWk ai ` W e fa bSk S
Z[YZVdfSj cSfWUa_ bSdW fa afZVd bcbWk [fZW_ g` [U]bS f kž
: ai VVW fZWw bWUfSf[a` [e fZSf fZW[X\$efdgUfgdS^ [hVef_ W fe
i [^USgeWfZWFsj W e fa dVWSf S Z[YZVd cSfWfZS` [afZVd SdV\$e
! ! W _ Y` fž

? aU] [YT[dV EfSf[a` [6S^Set FVj Se [e bSdf aXS % žkVsd/\$" " +Ž
\$" %* fF;8 b^S` fZSf ZSe W UagcSYWw fZWWWhWab_ W f aXVW eW
i S] ST^WFA 6e SV^SUW f fa eWwWb^fd` e[f efSf[a` ež¹ T┘
a a , a a a a _ ka a k - ' ,
, - ' , a , - , b ' , k, -

La` Wē ZShWTWV UdVfW Xad[XSeftgUfgdS^L bdahW_ W fe
h, _ h a _ a , a , a _ S _ 28, h
B'S` [Y 3Ufz²⁸ T, _ a _ h a , _ a a b
efgVk S` V egT_ [fe fZWefgVk fa fZW_ [[efW²⁸+ 3XWifZWbda WUf
dWUWVhē Xad_ S^VWēY` Sf[a` S` V F;8 V[efqUfe SdWVefST [eZVWf
h _ a _ a , , a a
a , h _ a , a , h a
fSj dWVgWē fa bSk TSU] fZW'aS` adYdS` fgeW fa Xg` V fZW
[XSeftgUfgdS^L bdahW_ W f bda WUf²⁰

;` Fada` faf fZW5 [fk S` V fZWbdah[UWaXA` fSda ZShW
 , a , TIF _ _ h , , h
l Wef 6a` S` Vez²¹ BSd faXfZW[UdVSeW[bda bWfk fSj Wei [^
b a , a , a _ a _ a _ _ a _ b
[bdahW_ W fe S'a` Y fZWi SfWda` f²²

a ;
 † ? [fYsf] Y ~ S` U[S^de] e Tk bdWbSd` Y S _g fZkVsd
 Ca a l , Pa ka , = , ka a
 Sbbcbq[SfWTgVYVf] Y XadVdSUZ efSYVz

T_h C , O a a h , - , a Ca a l , Pa a
 S ~ S` U[S^T gWbd] f fa ZWb bcdadfl] Wl_ b`W_ W fSfa` ` VVWe
 egdag` V[Y FdW_ T`Sk Efsfa` ž3 VVēY` SfW ;_ bcdhW_ W f B`S`
 , T ba Sa , - h , - a a a a a
 Vgd` Y fZWWVWab_ W f bcdUWēl S`ai [Y XadS e_ aafZVd
 fcd` e[f]a` aX`a` YZS` YWb`S` e fa [b`W_ W fSfa` i Z[W
 WēeW [Y fZW[bSuf a` XfgdWTgVYVfēz²⁰

E[UWFZW[SgYgdSfa` aX5agdf: ageWEfSfa` [#) +S` a` YZ
 a a ka b
 S` V UdSfW_ adWUa` ` WUf[a` e fa fZWI WēfWd W V aXfZWefSfa` ž
 ;` \$` #& fZW3d[Yfa` 5ag` fk 4aSd/ SbbcdhWV S` \$ž T[fa` †
 #` kVsd5Sb[fs^;_ bcdhW_ W f B`S` XadfZW-eUS^kVScd aX\$` # ž
 \$` \$&ž²⁷ I_ a a , - ka , - A ,
 `a` YZS` YWUSb[fs^ hWēf_ W faT WUf[hVēžFZ[e b`S` XaUgeVē
 a` Uag` fk [XSefdjUfgdMbdWUfe S` V ebWU[-US`k a` 5agdf
 : ageWEfSfa` ž3 faS`aX` ##T[fa` aXfZ[e 5Sb[fs^;_ bcdhW_ W f
 B`S` Xg` V i [Y`Ya fai SdVe [bcdh[Y eS`Wk SUUWēl T[ffk S` V
 W U[W Uk XadLa__gfVē a` T[] W Xaaf Usd S` V fcd` e[fz²⁸ N
 _ a _ ka b a , C , H , = Sa , a ,
 i [fZ WWSfcd fa [bcdhWSUWēl T[ffkž

9.1.5 - Community Improvement Plans

Community Improvement Plans (CIPs) a b =
 [UW f[h]l] WVVWab_ W f [S VV-` W SdMS fZdagYZ S` g_ TWd
 aX-` S` U[S^_ WUZS` [e_ ež²⁰ CIP` a a a
 S` V SdW`W[eSfW g` VVdEWUf[a` \$* aXfZWB`S` [Y 3UfZFWdW
 a , - ka , - a
 [b`W_ W f S 5;Bž8[cd[Uag` U[^_ gef [VW f[k] fZWTag` VSdWē
 , a , - ka , - a a a a a
 UadWēba` V[Y b`S` žEWUa` V[Uag` U[^S` V fZW? [[efck aX
 ? g` [U]bS`3 S[cd S` V : age[Y _ gef Ua` VgUf Sf Wēf a` WbgT [U
 _ WVf] Yž²¹ FZWdSdMS` g_ TWdaXV[WVf ~ S` U[S^_ WUZS` [e_ e
 ka a _ , - h , = a C , - l , Pa
 i Z[UZ SdWagf[W TWai ž



;_ SYW+ž ž5agdf: ageWEfSfa` † 3d[Yfa` † H[dY [S
 EagdW 4WV TSg_ † \$` #/

5gdW f`k fZW5 [fk aXA ffSi S ZSe fi a _ S`ad5;B BcdYdS_ et
 fZW5Sd[Y 3hW gW5;B S` V fZWA dMS` e 5;B[S` V a` W_ [ad
 bcdYdS_ † fZWEfz<aeVbZ 4ag`VhSd/ 5;Bž3`fZagYZ TafZ aXfZW
 _ S`adb`S` e ZShWV[WdW faT WUf[hVēl VdSUZ b`S` bcdh[VVē
 [UW f[hVē XadcbabWf k ai ` Wēž²² Ca A_ _ CIP
 XaUgeVē a` [bcdh[Y Tge[Wē [hWēf_ W f gbYdSV[Y Wj [ef[Y
 bcdhWfVēl S` V gdT`S` dW W S`bcdWUfēž²³ C_ a a
 W_ b`ak_ W f abbadg` [fVē SdWj bWUfW fa dVeg`f Xa_ fZW
 dV[hWēf_ W fZFWA dMS` e 5;Bie_ S`adaT WUf[hW]e fa VdSi
]` ai WYVŽT SeW W_ b`akVē [fa fZWSdMSžFZ[e 5;B i Se
 UdSfW fa [UdSēWfZWA T fa ZageVZ a`V dSfa S` V ef[g`SfW
 ` W [hWēf_ W f [fa Wj [ef[Y ad` W VVWab_ W fž²⁴ B_ h h
 5Sd[Y 3hW gWS` V A dMS` e 5;Bie geWF; 79 e fa a eW fSj Vēl

i Z[UZ SdWagf[VW [_ adWVVS[^ E WUf[a` +#ž ž



8[YgdW+ž Ž3bb*[* Y S 5a__g` [fk ;_ bđahW_ W f B'S`
EagdW? [[efk aX? g` [U]bS^3 S[đe S` V : age[Yl` žž

FZW5 [fk aX Fadh` faie/\$ " * fil SfWdca` f 5a__g` [fk
;_ bđahW_ W f B'S` i Se W SURVW Tk 5ag` U[^ \$ " * ž FZ[e
b'S` Sbb[Ve fa 'S` Ve i [fZ[fZW7Sef 4SkXđ fi l Vef 6a`
>S` Ve S` V Badf >S` Ve i Z[UZ US` TWUZScđSURVW] VW Se S` _ j aX
[VgefđS† Ua__ WU]S† dWUdSf[a` S^S` V hSUS` f geVē Se i W^
Se Tđai ` ~WVež FZWI SfWdca` f 5; Bie bđ_ Sđk YaS^ [e fa SffđSUR
Tge[Vē Vē fa fZWI SfWdca` fž; f bđah[VVē ~ S` U]S^ [UW f[hVē
a a b a a
W_ b^ak_ W f geVēž I a _ _ h a a b a
S` V dW[a` S^YaSđ egUZ Se, _ WV[Y fSđrVē efSfW [Fadh` faie
A U]S^B'S` S` V fZWBđah[UWē 9đai fZ B'S` XđfZW9 dSfVđ
G, H, _ h, ; _ a, _ a a;
; a a a a a b
g` VVđf[† VW `S` Vēž



;_ SYW+ž%ŽI SfWdca` f [Fadh` fa A` fSđa
EagdW Bađe ŽFZW5đ[e[Y 9g[VW` žž

Fa ZWb SUZ [VhWfZVēWa T WUf[hVē fZWI SfWdca` f 5; B a Vē
V[WU f [UW f[hWbđaYđS_ ež 4đai ` ~WVe DW_ VW[Sf[a` FSj
3ee[efS` UMBđah[VVē fSj See[efS` UMI ZW W_ b^ak_ W f geVē SđW
VhWabWV [Ua` g` Uf[a` i [fZ Tđai ` ~WV dV_ VW[Sf[a` ž T h
[e SUUa_ b [eZW Tk US` UWf Y S badf[a` aXfZW? g` [U]bS^FSj
; UdV_ W f bSkST^WS` V ea_ WadS^eUZaa^fSj Vē XbVd_ [fVW
Tk fZWBđah[UWf FZW6 VhWab_ W f 9đS` f BđaYđS_ † Ua__ a` k
dVdW fa Se FSj ; UdV_ W f 7cg[hS W f 9đS` fe /; 79 efi [e
S^ea geVWž 3VV[f[a` S^k† F; 8 [e S^ea dVdW UW Se S` ~ S` U]S^
_ WUZS` [e_ Xđi SfWdca` f dVhWab_ W fž+

9.1.6 - Tax Increment Equivalent Grants (TIEGs)

FSj ; UdV_ W f 7cg[hS W f 9đS` fe /; 79 efi SđVgeW fa bđah[VV
a _ ba _ _ a _ a
fZWbđabWf k fSj [UdVSeWdVeg f[Y Xđa_ ` W VhWab_ W fž
; efS^_ W fe SđVgeW fa bSk a fZWf; 79† gegS^k ahVđS
bV[a V aX# kVScđž 6gđ[Y kVScđa` W# " aXfZWfSj [UdVSeW

YdS` fZ#

3eS` WY S_ bW fZW5 [fk aXFad` fa geV S Xad_ aXF:79ž
A a_ h_ a_ h_ _ a a
adWYbS` V[Y S Tg[V[Y US` eShWS` ShWYSWaX(" a`
[UdW_ W fS^_ g` [U]bS^bdabWfk fSj ahWdS # žkV SdbW[faVž`
BdbWfk fSj V SdWSeeVW Tk ? g` [U]bS^BdbWfk 3eeV_ W f
C_ , a_ (MPAC) h_ a
fSj Vž4SeW a` fZW[UdVSeW fZWYdS` f [e bdah[VWž3XWfZW
Tg[V[Y ai ` WdbSke fZWS` `gS^bdabWfk fSj V fZW5 [fk dVg` Ve
fZWbdabWfk ai ` WdS bWUW fSYWaXfZW[UdVSeW[bdabWfk fSj
XadS # žkV SdbW[faVž` FZ[e TS`S` UWWU[V ahWdfZWbW[faVžFa
TWUa` e[VWdW WY[T WadS YdS` fi fZWSbb[U S` fZSe fa eSf[eX
eVWWS^XUfadc [UgV[Y YWdYdSbZ[U aUSf[a` S` V Tg[V[Y geW
S_ a` Y afZWVž` &

B, h Ca A_ _ a O a_ = TIEG h_ , h h
UadVeba` V[Y 5;Biež` BdbWUfe i [fZ[fZWVbS` SdVSe US`
Sbb`k XadWY[T [fkž3XWdS` `gS^fSj V SdMUa` WUfW Xa_ WY[T W
bdabWfk ai ` Wd fZW5 [fk dV_ TgdeV) ' aXFZW[UdVSeW[
bdabWfk fSj žFZ[e dV_ TgdeV_ W f` Sefe XadS bW[faV aXfW kV Sdcl
e_ [Sdfa fZW5 [fk aXFad` fažF:79e Va ` afSbb`k fa YdWV ~WV
VWVab_ W fž` (

9.1.7 - Other Financial Mechanisms

M_ , , Ca a a a_ , a_ , _ a_ a
TWgeW XadFA 6 [XSeftgUfgdVž ; A` fSdcl _ g` [U]bS [fV SShW
h_ a_ h_ , a_ _ a_ , a_ , a_ a a
a_ , h_ , h_ a a b h_ , h h Ontario
Planning Actž) T_ _ a b a h_ , h a
5;Bž` F a a ba _ a b , h_ , a
ad`aS` e fZSf S`ai fZW_ g` [U]bS [fk fa bdah[VW[UW f[hVž;

\$" " (fZW5 [fk aXA eZSi S VVWVabW S Tg[V[Y bWd [f XWV
YdS` f bdaYdS_ fZSf egbb [V V YdS` fe aXgb fa " " " " fa UahWd
XWV XaddV[VW f[S^VWVab_ W f [ebWU[-U SdVSe aXFZW5 [fkž` +
L_ a_ , a_ a_ , , h b , h C_ a_ a
bd[hSfWVWVabWVž4SdVW fe fa eWUgd Y ~ S` U[Y XadfZVW
VWVabWV US` TWahWUa_ Wge[Y 5 [fk `aS` bdaYdS_ ežFZW
5 [fk aX@[SYSdS [bW_ W fW S fSj ždWV`aS` bdaYdS_ fZdagYZ
[fe 6ai ` fai ` 5;Bž`

T_ h C_ , O a a a a_ , a_ a_ , b_ ,
fZSf US` žWb fa dV S [WfZWYaS` e aXVWVab_ W f egdVg` V[Y
FdV_ T`Sk Efsf[a` ž`Ge[Y fZVWYdS` fe W WUf[hWk fa [UW f[h [W
a_ , a_ , , h_ a_ , , h_ ,
eZad fa _ W [g_ fWd_ ž

D_ , , h a_ a a a_ h a_ ,
fZWUSb [S^Uafe SeeaU[SfW i [fZ gdTS` Ydai fZž` D_ , ,
h a_ ab _ a_ , b_ a_ _
eVh [Ue XadS bdaWUf fZSf [e bS[V XadTk fZWVWVabWVž`
D_ , , h a_ a h a_ h a a a
VefST [eZW Sf fZW_ g` [U]bS^VWVž5ZSdVW ZShWfZWUSbSU [fk
aXFZW`S` V[dV S [Y bcl W SdVSet dWgU[Y fZWUafe aX
bdah[V[Y ` W [XSeftgUfgdWfZdagYZagf fZWbdaWUf e[fWS` V
abf_ [[Y fZWgeWaXW [ef] Y [XSeftgUfgdVž ? adWebWU[-US`kt
VWVab_ W fUZSdVW US` [bdahWfZWahWV`W U[W Uk aX
fdS` e[f ekefW_ e S` V dWgUWUSdžT SeW fclShWž`

FZW5 [fk aXA ffSi S eZagV geWfZWdV [ef] Y 6WVab_ W f
5ZSdVW 4kž>Si Se S i Sk fa egbbad`gdTS` Ydai fZ i [fZ[fZW
FdV_ T`Sk Efsf[a` SdVž3 efda` Y V_ bZSe[e a` VVWVab_ W f
h a_ b_ h h _ ba a a a_ h
aXFZWefWTK efWV[Y fZWbdaWUf fai SdV S UafZV U[W f
VWVab_ W fž

FZW5 [fk [e ST Wfa gff[W>aUS^;_ bcahW_ W f 5ZSd/We />;5efi

[ad/Wdifa ZWb Xg` V bgT U[XSeftgUfgdW_ bcahW_ W fež

T h _ a h ' b h a

TW W-f Xa_ fZVeW[XSeftgUfgdW_ bcahW_ W fež(T h

a ' h ' a a

i SfW'S` V i SefW SfW[XSeftgUfgdW fZW[bcahW_ W fe ad

Ua` efdgUf[a` aXcbSVi Ske/[ZzbSh[Yfii e[VW S] et UgdT et fZW

[efS^Sf[a` aXefdWV YZf[Yt S` V fZWUa` efdgUf[a` aXfcd U

US^ [Y XWsfgdW [`WYZTagdZaaVe/[ZzebWWW Tg_ bel fdS U

U[djWefi) ? g` [U]bS[fW US` W WUfhWk _ S` SYWfZWUaefe Tk

ebdWV[Y fZW_ agf ahWdeWWS^kVScd fa _ [[[WfZWS` `gS^

bSk_ W f fZSf bcbWfk ai ` We ZShWfa _ S] Wz8adWj S_ b^W S

_ a _ a ' h a ' a a ' a

[bcahW_ W fe fZSf SdW_ gfgS^k TW W-U[S^S` V fZSf ZWb dWU W

YaSè eWf agf Tk fZW5 [fk fa SUZ[WWS bSd[Ug^Sd_ S` VSfW[Z

h _ a a ' ' a a - ' h ' 11 , 0 0 1 47, 1B201 T 0001050043 1F , , - , a a - ,

[bcah ! ! fVe eWf !

00422 42004F0b27E0000100

egdsUWbSd [Y afez² 3e eZai USeW [fZ[e Wj_S_ bWfZVeW
 ea_ W[efs' UMe USdai ` WeZ[bz 3VW[f[a' S'kt_ S' k bSd [Y
 _ S' SYW_ W f efdSVW [Me ZWb dWgUMhVZ [UWfdS US' V UdVsfW
 _ S' SYW_ W faTWUf[hVeZ³

Improved Transport Options	Incentives to Shift Mode	Land Use Management	Policies and Programs
Alternative Work Schedules	Bicycle and Pedestrian Encouragement	Car-Free Districts	Access Management
Bicycle	Urban Freeway Pricing	Compact Land Use	Campus Transport
Bike/Train Integration	Commuter Financial Incentives	New Urbanism	Car Connection
Carsharing	Fuel Tax Increases	Smart Growth	Surveys
Guaranteed Ride Home	High Occupant Vehicle (HOV) Priority	Transit Oriented Development (TOD)	Commuter Trip Reduction
Security Improvements	Pay-As-You-Drive Insurance	Street Reclaiming	Freight Transport Management
Park & Ride	Parking Pricing		Marketing Programs
Pedestrian Improvements	Road Pricing		School Trip Management
Ridesharing	Vehicle Use Restrictions		Special Event Management
Shuttle Services			Tourist Transport Management
Improved Taxi Service			Transport Market Reforms
Telework			
Traffic Calming			
Transit Improvements			

8[YgdW+Z%Z? aT[frk_ S' SYW_ W f
 EagdW >[f_ S' + \$ " " (

8[S' UJS^ [UW f[hVe SdMi ZW fdShWVb SdWa WdW ~: S' UJS^
 TW W-fe XaddWgU [Y fZWdSgfa_ aT [Wfd]bez FZVeWTW W-fe
 dWdVeW f fZWeSh [Ye fZSf dWeg f Xa_ dWgUW bSd [Y VW_ S' VZ
 FZWhSd]age fkbVe aX [UW f[hVe [U'gVWbSd [Y USeZzagfel
 _ VS [Y fZSf Ua_ _ gfVbe i Za SdWa WdW egTe[V [W bSd [Y
 US' UZaaeWUSeZ [efVSV- fdS' e[f TW W-fel i Z [UZ _ VS' e fZSf
 W_ b'akWVe dWUW hWS egTe[V [W fdS' e[f bSee-g [hVbS^fdS' e[f
 bSeeW i Z [UZ _ VS' e fZSf S Ydag bgdJSeVe V[eUag' fWf
 Tg] fdS' e[f bSeeW XadS^ _ W_ TWVeZ⁴ O
 UScbaa fihVZ [UWeZ5a' eg_ We hS'gWfZVeWabf[a' e TWUSgeW

h be S' V bSd [Y VW_ S' VZ

FZVeWfkbVe aX [UW f[hVe i WdVefdsfW [Ve geW [fdS' e[fZ
 adW fW VVWab_ W fe [fZW5 [fk aX5Z [USYat [U'gV [Y fZW
 3d [Yfa : WYZfe VVWab_ W fZ? adWebWU [-US'kt fZWS_ ag' f
 FA 6el S' V US' TWeww Se S ead f aXcgSe [Z~ S' UJS^ [UW f[hVZ'

9.2.3 - Parking Reform Tax Strategies

FZ[e [e S bcbWf fSj V[eUag' f bcbh[VW fa ZageVZa Ve fZSf Va
 ` af ai ` S' Sgfa_ aT [W dWVWUf [Y fZW'ai WdSVi Sk S' V fdS U
 eW h[UWUaefe fZV [baeVZ8adWj_S_ bW [X_ g [U]bS^dSVi Sk
 _ S [fW S' UWS' V fdS UeW h[UWUaefe ShWVSYW" # " S' ` gS'k
 bWdhVZ [UWai ` W [fZWUa_ _ g [frk f Sjs V[eUag' f gb fa fZ[e
 S_ ag' f Uag' V TWbcbh[VW fa ZageVZa Ve fZSf Va ` af ai ` S USd

Tk a_ ka _ a _ b _ a _ a _ a
 fsj STW TW W-f W_ b'akWVWbSd [Y fsj Wj_W bf[a' e SdW [fVWf
 adfsj Wj_W bf[a' e SdWbcbh[VW fa egTe[V [WafZVd_ aVVe egUZ
 Se W_ b'akWVbcbh[VW fdS' e[f bSeeWVeZ5gdW f fsj ba [UW _ S] W
 bSd [Y egTe[V [Ve S' SffdsUf[hWV_ b'akWV TW W-fz

9.2.4 - Financing Parking Infrastructure

A , k , , a _ a _ ka a _ _ ka a _
 a
 bSd [Y [XSefgUfgdVZi ZW [f Ua_ Ve fa VVWab [Y UdVsf[hW
 SbbcbSUZVe fa ~ S' U [Y bSd [Yf @adZ 3_ WdUS' UffVVe SdW
 aXW Xag' V 'SU [Y-fZ[e [e 'Sd'Wk VgWfa S' Wj bWUfSf[a' aXZdWV
 bSd [YS Se 6a' S'V EZagb Wj b'S [eZfZ [e _ S] Ve ~ S' U [Y Z [Y
 _ a _ , h _ ka _ a _ a _ a
 VVWab_ W fZ5a' efdgUf [Y bSd [Y ebSUMe Uaefe "% " " " fa

" & " " " XadS egdXSUMbSd [Y ebSUW " \$ " " " " fa " \$ " " " " Xad
 S efdgUfgdMbSd [Y ebSUW S ` V " & " " " " fa " " " " " " XadS`
 g ` VWYdag ` V bSd [Y ebSUW eWVWFST W + # S ` V + Z f 4 WUSgeW
 aXfZVWZ [YZ UaefeU [f W e _ gefVWVWab [` ahSf [hWefcSfW [W e
 fa a e W f Z V e W W y b W e V e Z Ea _ WaXfZV e W f k b W e aXefcSfW [W e
 [U g V W f S j Z T SeVW [U W f [h W e f egUZ Se USeZ Z Z W g t _ g ` [U b S ^
 [h W e f _ W f t S ` V b d U [Y b S d [Y z

Minimum	300 Spaces	600 Spaces	900 Spaces
Ab, / G, _ / \$ " " " !efS^fi	" (" " " " " " " "	" # \$ " " " " " " " "	" # " " " " " " " " "
S_ a / % " " " !efS^fi	" + " " " " " " " "	" # * " " " " " " " "	" \$) " " " " " " " "
U / & " " " " !efS^fi	" # \$ " " " " " " " " "	" \$ & " " " " " " " " "	" % (" " " " " " " " "

FST W + # Z 7 ef _ SfW _ [L g _ Uaefe XadbSd [Y [X S efdgUfgdW

Maximum	300 Spaces	600 Spaces	900 Spaces
Ab, / G, _ / \$ " " " !efS^fi	") " " " " " " " " "	" # " " " " " " " " "	" \$ \$ " " " " " " " " "
S_ a / & " " " !efS^fi	" # \$ " " " " " " " " "	" \$! & " " " " " " " " "	" % (" " " " " " " " "
U / ' " " " " !efS^fi	" # " " " " " " " " "	" % " " " " " " " " "	" & " " " " " " " " "

FST W + Z 7 ef _ SfW _ S j [L g _ Uaefe XadbSd [Y [X S efdgUfgdW

T h _ _ _ a a , _ , _ , _ , _ b _ , _ , _ a a ,

20
 kVScdz5a`eWcgvfkt xVWbSd [Y dVdWw fe S`aef abba dfg` [fk
 a` - ka ka k - a` - a` - a` - a`
 F6? efdSFW [Wez` FZagYZ fZ[e i Se S` 3_ WdUS` efgVkt [f
 fa` - S` UWS bSd [Y bcaVWf fZSfi [^Ua` f gWfa bdah[VW
 V[h[VW Ve [fZWxfgdVz

3` WjS_bWaxfZ[e efdSFWk i Se [b`W_ W fW [EkV` WK
 3gefS[Sz;` fZW5 [fk S` BSd [Y EbSUW>Wk i aX3G` *` " bWdefS^m
 V[efdUF/546fiS` V 3G` &" " bWdefS^mSf afZWdTge [We V[efdUfez
 FZWVhk Sbb [We fa S^mbqhsfWk ai `Wt` a` ZW[VW f[S^a` ZefdWV
 bSd [Yz ;f [e Vef_ SFW fZSf fZWVhk dS[eV_e_ adVfZS` 3G` &"
 _ [Ma` S` ` gS^mki i Z [UZ [e VW[USFW fa fS` ebadSf[a` bcaVWfe
 S` V US` ` afTWgeW XadabWSf [Y Wj bW eWz%

9.3 - Planning Tools

Tk - a` a` - a` a` -
 [b`W_ W f fZWfdW_ T`Sk Efsf[a` FA 6 b`S` z`

9.3.1 - Zoning By-Law

A zoning by-law [e geW fa bgf S FA 6 b`S` [fa W WfTk
 WjSURk efsf [Y bWd_ [fWV` S` V geWet` af e] We S` V V[W e[a` et
 Tg[V [Y ZWYZfe S` V eWTSU] et S` V bSd [Y dWcg[dW_ W feZ FZW
 la` [Y TkZSi` S^mai e XadfZWSV_ [[efSf[a` aXfZWFA 6 b`S`
 b [fe ebWU[-U dWcg[dW_ W fez; f bdah[VWV S` WVS`i Sk fa _ S` SYW
 a = a - - - - - ka - - - - - k
 fZWaTWWfhWe aXfZWFA 6 b`S` z` & La` [Y TkZSi` e S^mai XadfZW
 [Ua_bSf[T` W [fZ fS` e[fZaqW fW VVVWab_ W fl egUZ Se Vq[Vz

fZdagYZet` SdVWZad` SfT[Y Taj dWS [↑ ZWshk [VgefdS^geWet S` V
 afZWdSgfa ZWsfW geWz` FA 6 ZegbbadfhW la` [Y ZSe TWV S`
 a` - - - - - a` -
 WbadZ6ai` fai` B`S` at FVj Set XadWjS_b`WUZS` YW l a` [Y
 dWg`Sf[a` e fa dWcg[dW [UdVSeW d[VW f[S^VW e[fVet dWgUW
 bSd [Y dWcg[dW_ W fel S` V a` ZefdWV bSd [Y fa egbbad` FA 6
 YaS`ez`^

FZW5 [fk aXA ffsi S ZSe SVgefW fZW la` [Y TkZSi` fa [UjVW
 F6 la` W e i [fZ [fZWfdW_ T`Sk Efsf[a` efgVk SdVsz FZWV la` We
 VefST [ez [UdVSeW VW efk S` V bWd_ [fS i [VWd` YWaXfS` e[fZ
 egbbadfhWgeW/eWV5ZSbFVd\$z

FZWUgdW fl a` [Y TkZSi` Uag`V TWdW[eVW fa dVefqUF UWF S
 Sgfa ZaqW fW geWet ebWU[-US`k Vd[VZdagYZ XSU [fVez;
 SVV [f[a` t bSd [Y efgUfgdW! YSdSYWe SdVa` k bWd_ [fWV a`
 fZWeS_ W`afe Se afZWgeWz` FZW5 [fk eZag`V S`ai` XadbSd [Y
 / a a - - - - - a a - - - - - a - - - - - a -
 bSd [Y S_a` Y` WsdTk geWz` 8gdZVd_ adV fZWTKZSi` UgdW f`k
 eWe S_ [L_g_ Tg[V [Y ZWYZf dWcg[dW_ W faXfi` a efadWkez
 l - - - - - k k - - - - - ka -
 Ua` e[efW fi [fZ fZWhe[a` aXfZWFA 6 b`S` t fZW5 [fk eZag`V
 Ua` e[Y!
 FZWU bWZ ! 25 [f [a

UaY

SdW\$ dSf[a ad€aadebSUWdSf[at Se fZW_ S[Tg[V[Y

a; a

%ž : ShWea_ WEWY [T [f[k i [fZ VW e[fk S` V fkbWé aXeg[fWéž

FZW_ S`adUZS^W YWXSU[Y fZWFdW T`Sk EfSf[a` SdW\$ [e S
^SU] aXVWwWab_ W f [fWdWef fa fdS` eXad_ fZWSdW\$ [fa S FA 6ž
8WY [T^M a` [Y [e a` WefcdSfWk fZSf_ Sk ZWb fa SffcdSuf fZ[e
[[f[S^VWwWab_ W fž)

La` [Y TkžSi e eZagV S`ea [UgVW
egbbadfbZSe[Y [FA 6 VwWab_ W fž3` [fWd_ geWbdah[e]a`
a , - , = - h a , h - a , b - h a
bZSeWaXVWwWab_ W fi Tgf_ Sk TWdWcg[dW XadfZW h[ST [f[k
aXfZW [[f[S^efSYWé aXVWwWab_ W fž;` fWd_ geWé eZagV TW
-a , - - h a , , , , ,

† 5a` Wfja` e
 † >S` VžgeW
 † ;_ bW_ W fSfja`

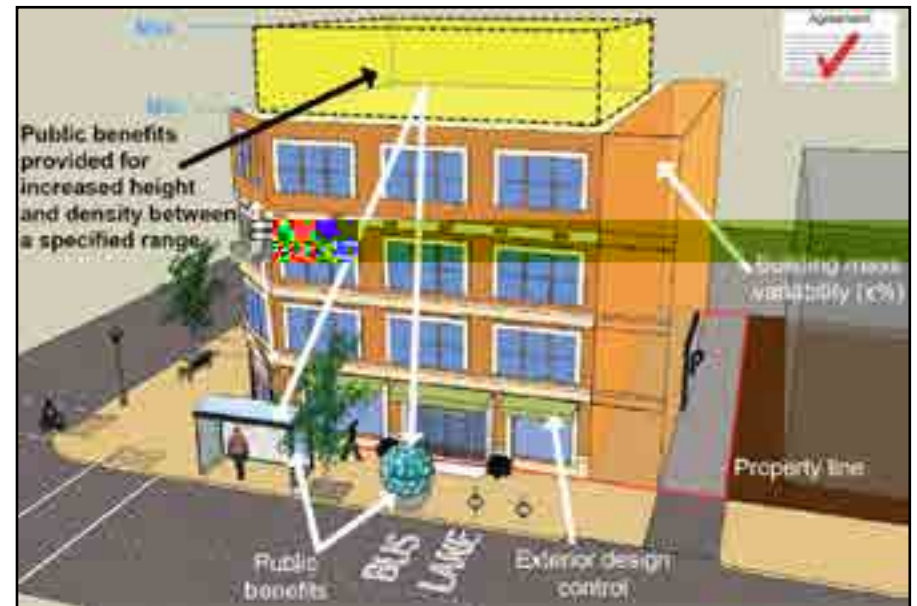


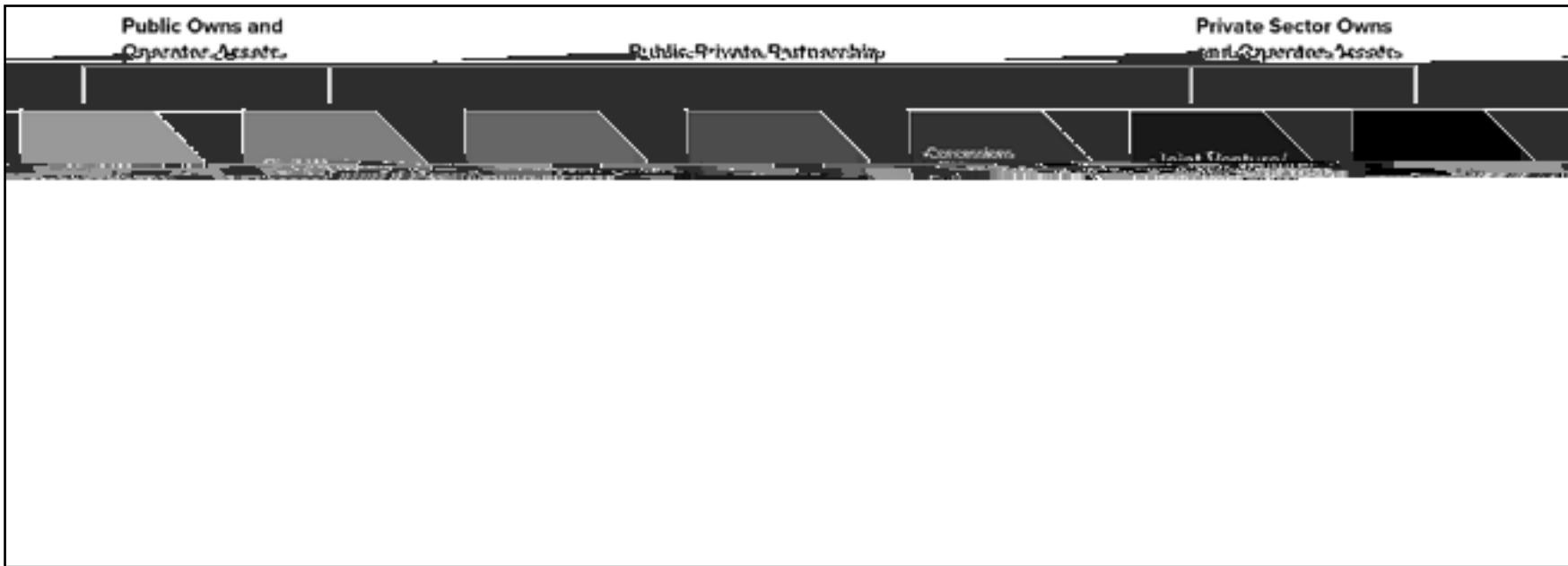
8[YgdW+ž Ž3bb^k[Y efWb^S` Ua` fda^
 EagdW? []efk aX? g` [U]bS^3 S[db S` V : age[Yt` žž

FZW5 [fk aXA fFSi S ZSe S efWb^S` Ua` fda^TkžSi fZSf UahWb fZW
 W f[dMU]fkžFa W egdVfZSf VWWab_ W fe i [fZ] fZWfdV T^Sk
 EfSfja` SdMS dWVUF fZWh[e]a` aXfZWFA 6 B^S` † S ebWU[-UFA 6
 k _ _ k _ b , , a , O a a' _ _ a ,
 bdaUWbe XadFz[e SdMSž

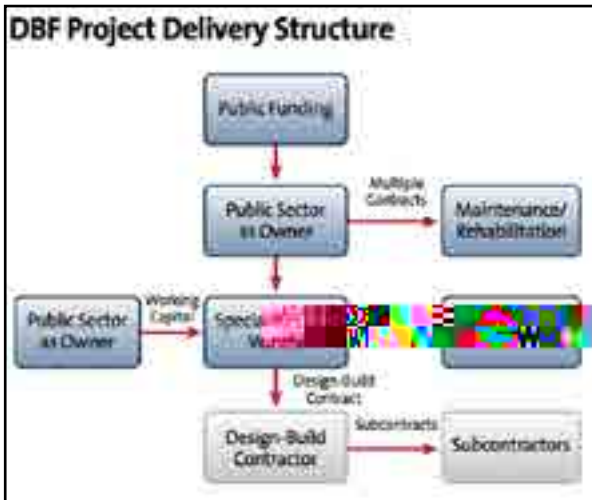
9.3.3 - Development Permit System (DPS)

A

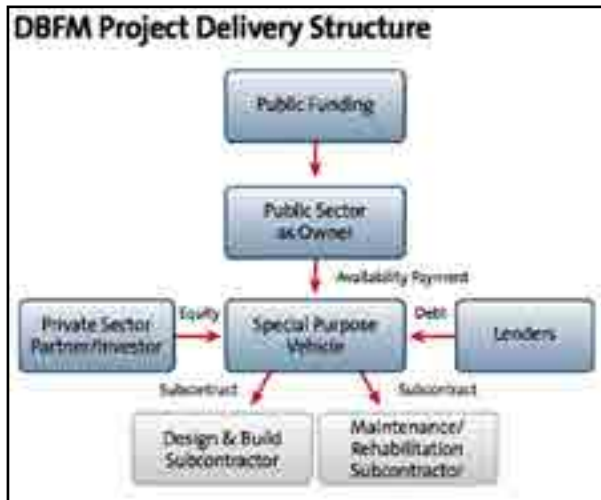




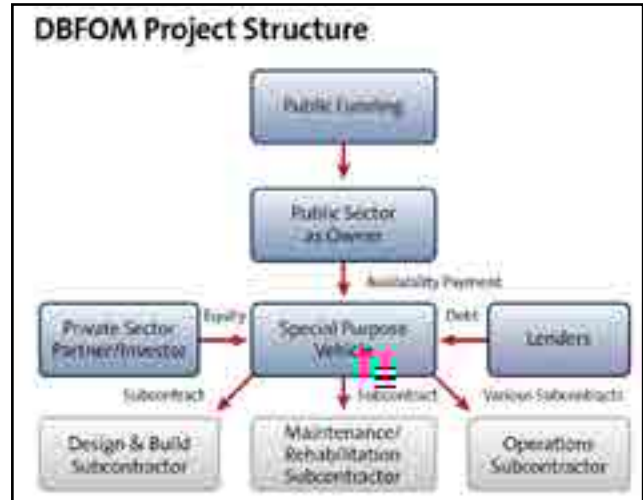
8[YgdW+# ZEbWfcdg_ aXbgT UzbqhsfWbScf Wbz]be S' V 7] [ef] Y bgT UzbqhsfWbScf Wbz]be [A ffsi S
 3VSbfVW Xb_ , l adV 4S']t \$" #- 5S' SV[S' 5ag' U^xAdBgT UzbqhsfWbScf Wbz]bel\$" ## 5 [fk aXA ffsi S' \$" #&



8[YgdW+# Z6V6[Y' Z4g[VZB] S' UWWVhVWk



8[YgdW+# Z6V6[Y' Z4g[VZB] S' UWZ' S[fs[VMhVWk



8[YgdW+# Z6V6[Y' Z4g[VZB] S' UWZ' bW6bVZ' S[fs[

S' _ :Ca a a C' _ , P_b P / a
 BScf Wbz]bel\$" #

S' _ :Ca a a C' _ , P_b P / a
 BScf Wbz]bel\$" #

S' _ :Ca a a C' _ , P_b P / a
 BScf Wbz]bel\$" #

BgT [UžbqhsfWbScf WbZ]be ZShWTWV dWUaY` [l VW Tk fZW5 [fk aXA ffsi S Se S h[ST Wfaa ^xadUSb[fs^bda WUf VWhWab_ W fe[UW Sf WSe\$ " " \$z12 ; \$ #8 fZW5 [fk SVabfW S` W BgT [UžbqhsfW BScf WbZ]be Ba [Uk fZSf agf[Vb fZWbcbUWgdVb XadUa` e[VWd Yf [_ bW_ W f[Yf S` V _ a` [fad Y B%ez13 E[UM\$ " " \$f B%e ZShW S^ai VW fZW5 [fk fa VWhWab fZWEgbWVa_ W 4W^EW eb Wyf fZW WybS` eja` aXfZWDSk 8dW^DWUdWsfja` 5a_ bWyf S` V fZW9Sck <Z 3d_efcb` Y >a` YZFWL 5SdW: a_ WZA fZVdSbbcbhW B%e [UgVW fZW3^S` : ageWdWWhWab_ W fi A ffsi S BScd_ VW[U EWh[UW : WSVcgSdWb EZW]_ S` 3dfe 5W fdWS` V A dS` e Fai ` 5W fdWS` V fZWI Wef 5SdWfa` 5a_ _ g` [fk 5a_ bWy z14



:_ SYW+z Z4W^EW eb Wy EagdW 5 [fk aXA ffsi S \$" #&

? aef aXfZWWy [ef[Y B%SYdWV_ W fe i [fZ fZW5 [fk aXA ffsi S dWba hWSdag` V 6Wb[Y` Z4g[VZB[S` UMZA bWsfWSYdWV_ W fe (DBFQ) h h h _ a _ a _ h _ _ b _ aXfZWWb[Y` f Ua` efdgUfja` f S` V abWsfja` aXS` SeeW fa fZW bqhSfWwUfa z 648A e i [fZ fZW5 [fk gegS^k [UgVWS USgeW ha ha h _ a _ _ a _ h a a _ _ _ h

5 [fk Sf fZWV V aXfZWSYdWV_ W fi WbW f[S^k fgd [Y 648A e [fa S ~` S` U[Y ad^S` V SUCg[e[ffa` efcSfWkZ fZW5 [fk Zai WWhV ZSe fS] W S bdsY_ Sf[U SbbcbSUZ fa B%e Tk gf[[Y V[WbW f efcSfW [Wb W V[Y a` fZWUa` fVf/eWV8[YgdW+#` fz

BgT [UžbqhsfWbScf WbZ]be SdWS babg^SdefcSfWk Xad VWhWab_ W f[S` V Scag` V FA 6ez7] S_ bWb aXegUWbXg^ B%[_ bW_ W fSfja` XadfcS` e[fZadW fW VWhWab_ W f[UgVW 4WZVbVS Dai [4WZVbVS? Sck^S` V S` V H[^SYWW/S 9SdW] CgVTWz

FZW4WZVbVS Dai VWhWab_ W f[4WZVbVS? Sck^S` V gf[[VW S bgT [UžbqhsfWbScf WbZ]b TWfi WbW fZW8WVbS^ DVSfk ; hWef_ W fFdgf S` V ? a` fYa_ Wk 5ag` fcz T h F a R a _ l _ _ _ T _ _ a _ h _ _ _ S _ [j VWZgeWdW[VW f[S^S` V Ua_ _ WU[S^ZgT fZdagYZ S D7;Ff i Z[WfZW5ag` fk Tg[f bgT [UkZai ` VW S` V abWsfW bSd [Y XSU[f[Wb fZdagYZagf fZWSdWsz fZWbgT [U [hWef_ W f[bSd [Y efdgUfgdWb _ SVWfZWahWbS^bcbWUf ~` S` U[S^k XWSe[T W i [fZ fZW C _ _ a _ a _ _ _ a _ b _ _ _ fZSfi WbWST Wfa gf[[WfZWbgT [U bSd [Y efdgUfgdWb fa _ WbW fZWdUgefa_ Wb ` WbW eZ fZW5ag` fk i Se ST Wfa egTe[V [WfZW Ua` efdgUfja` aXbSd [Y XSU[f[Wb fZdagYZ bWZzagdbSd [Y cSfVb S` V bcbWb fSj Wb [fZWSdWsz

:_ CgeTWU fZWH[^SYWW>S 9SdWfdS` e[fZadW fW VWhWab_ W f a ab _ _ h _ _ h a _ _ _ 7[3004D004A0044075006004B0046

54>žFZW_g` [U]bS[fk bS[V XadbSd] [Y ^afel eZWVd S` V S

S` V A 5 FdS` ebat [f dWV_ T W S bqhSfWUadbadSf[a` VWeb[fW
 TW[Y Xg` VW Tk bgT [U dWVW gVeZ 3 fZagYZ ? 3DF3 V[eb`Ske
 bqhSfWVWUfadUZSdUWV[ef[Uet fZWUZSdWVe fZSf WefST [ez fdS` e[f
 a_ h_ _ _ , ' h h a , = , _ _ a a a
 fa bgT [U SYW UWef [Ugv[Y Tgf` af [[fW fa fZWST [f[k fa
 ~ S` UWbd VWUfe ge[Y Ta` Ve TSU] WW Tk bgT [U dWVW gVeZ²²
 I ZSfS`ai W ? 3DF3 fa egUWVeg`k [hWef [dWV^WefSfW
 egdtag` V[Y [fe fdS` e[f efSf[a` et i Se [fe ST [f[k fa VW[UfWbgT [U
 dWVW gVe fa TSU] efab` ai Z fWUef Ta` VeZ²³ T_ a , h
 fa ~ S` UWfZWbd VWUf i [fZagf Ua` Xad_ [Y fa Ua` hW f[a` S^
 W V[Y bdSU[UWV²⁴ 3VV[f[a` S`k S bSd WefZ [b UdWVW i [fZ
 VIA Ra _ _ a _ _ = , ab_ _ h _ , _ h
 _ _ , a _ _ VIA Ra , a , h a _ _ a
 Ua` ` WUf[h[fk fa fZW adZ e[fVZ

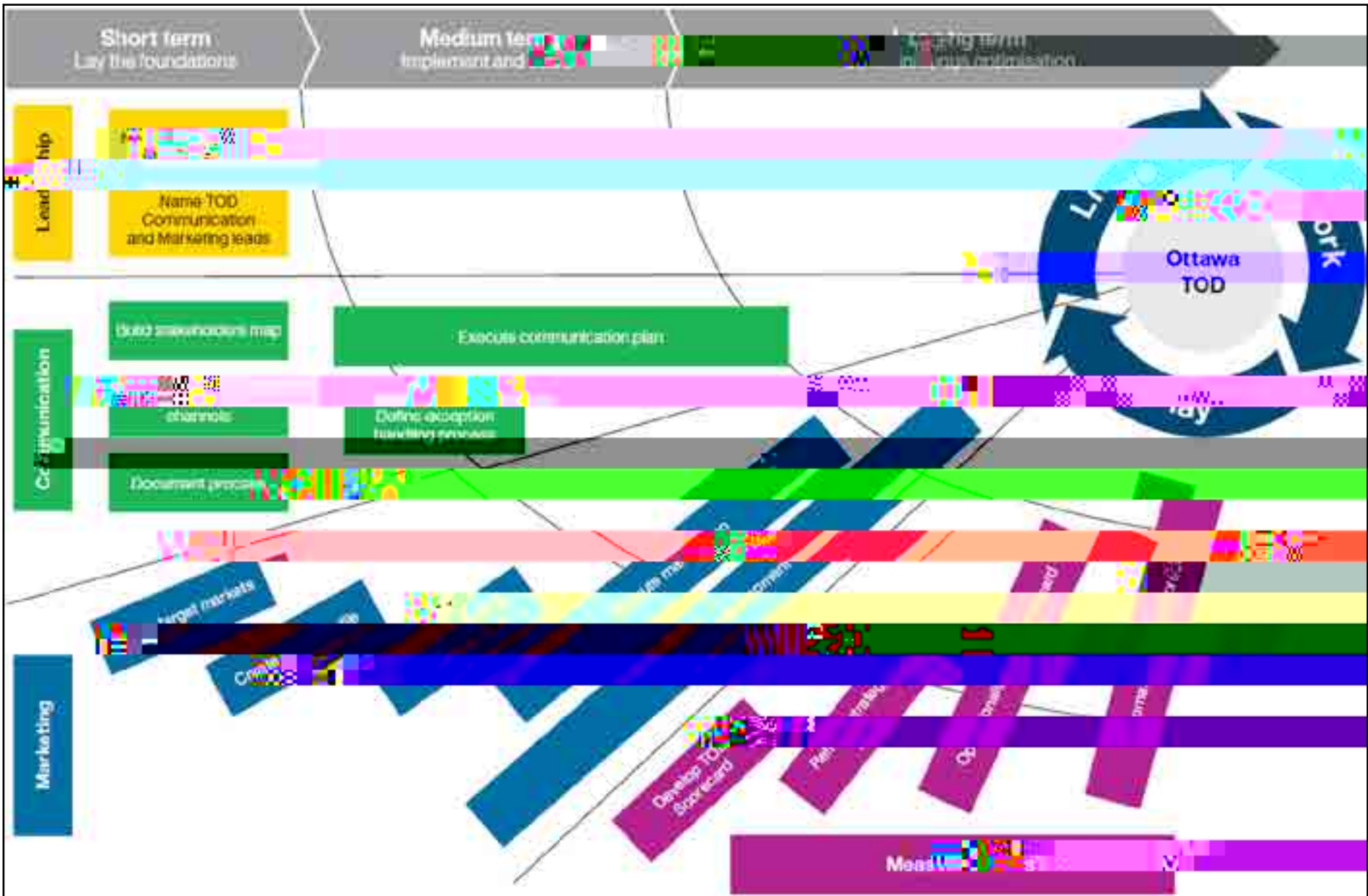
A development intermediary _ _ a h _ ab_ h _
 aXS bgT [UkZg` VWWab_ W fSYW Uk fZSf i ad e fa WfZWd
 SUcg[dW`S` V S` VIaddW [WYaS`e X S`
 » efS d " ` _

^m ±

“ ”

9.5 - Marketing and Communication Tools

Ma₁ - a b a a a a a -- a , , ,



8\YgdW+Z Z;4? E_ SdVd5fjV6 5ZS^W YWDWbad dSV_ Sb
 EagdW;4? i \$" # \$

‡ D r , b a a a

9.5.3 - Public Consultation

P_b
Ua__g` [USf[a` S` V g` VVefS` V[Y T W i` W W 5 [fk V W b S d` W fe l
f Z W b g T [U S` V] W k e f S] W Z a` V W e z`

T h _ _ a` r a` , h _ _ T b a S a` , T O D
a` h` a` _ a b` h` h b` , _ h` , _ b` , _ h`
e f g V k S d` S z ; f [e U g U [S` ^ f a` _ S [f S [X S h a g d S T W d` S f [a` e i [f Z f Z W
i` S d` V e f a f Z W @ a d Z S` V E a g f Z i` S e i` W` S e 7 S e f i` S k 9 S d` W e f a
f Z W 7 S e f z 8 d a` _ f Z W E W b f W T W d` E f S] W Z a` V W d` _ W W f [Y S f f Z W 5 [fk
a X A f f S i` S i` Y W V d` ^ e W f [W f [e U g d` W f k b a e [f [h W d` S f [a` e Z [b e S` V
[f Z W e W U a` _ g` [f [V e z` F Z d a g Y Z f Z W e g T e W e g W f V W W a b` _ W f
b Z S e W e [f [e [b W d` S f [h W f a` _ S [f S [b a e [f [h W d` S f [a` e Z [b e S` V
a` _ a a` _ a` _ b` _ _ _ _ _ a` a` _
e` _ a a f Z V W W a b` _ W f [f Z W S d` S z`

9.6 - Summary of Implementation Tools

A a` _ a` _ h a` b` _ _ _ _ _ C` _
A f f S i` S` X a d f Z W W W W f [h W [_ b` W` _ W f S f [a` a` X f Z W f d` W` T` S k
E f S f [a` F A 6 B` S` z i` Z [W f Z W 5 [fk S` d` S V k W` b` a k e S` g` T W d`
a` X f Z W e W f a a` e l` h S d` a g e a f Z W d` e f d` S f W [V e Z S h W W W W f [h W k T W W
g e W T k F A 6 b d` W W W W f e S d a g` V @ a d Z 3` _ W [U S z` F Z W e W f a a` e`
f S] W [f S` V W` t U S` i` a d` f a d` S` t W S e g U U W e X` ^ f d` S` e [f Z
a d` W f W W W a b` _ W f X a d f Z W f d` W` T` S k E f S f [a` S d` S z` F S T W + %
e g` _ _ S d` [V e f Z W f a a` e` S` V e f d` S f W [V e T k T d` S] [Y f Z W` V a i`
[f a` X a g d f Z W` W e , 9 g [V [Y 8 g f g d` W 6 W W a b` _ W f 8 [S` U [Y
6 W W a b` _ W f 3 f f d` S U f [Y 6 W W a b` _ W f S` V 8 S U [f S f [Y
6 W W a b` _ W f z`

Guiding Future Development	Financing Development	Attracting Development	Facilitating Development
La` [Y 4 k z` Si	Va` Ca` _	8 W y [T` M L a` [Y	B g T [U z` B d` h S f W Pa` _ _ h` _
I` _ U P` ,` ,` ,`	F S j ; U d` W` W f F a`	D` ,` ,` ,` P` ,` ,` ,` S` _	T O D R a` D` ,` ,` ,` I` _ a`
S` Pa` C` ,` ,` 4 k z` Si	Ca` a` I` ,` ,` ,` P a` _	M` , b` M a` a`	T O D P` ,` a` _
D` ,` ,` ,` P` ,` ,` ,` S` _	C` ,` _ _ _ I` ,` ,` ,` P a` _	M a` ,` _ T` ,` ,`	T a` _ A` _
F` ,` B a` C` ,`	F S j ; U d` W` W f E` _ a` _ G a` _	C` ,` _ _ _ I` ,` ,` ,` P a` _	P_b C` ,` _ _ a` ,`
S` h a` P a` ,`	G a` a` L` a` P` ,` a` _	F a` a` l` _ _	
B S d [Y ? S j [L` g` e`	D` ,` ,` ,` C` h a` _	5 S d 8 d` W f S j D` ,` _ _ _	
M` , b` M a` a`	5 S e Z` Z` W g`	; U a` W f S j B a` [U k R` ,`	
	P a` ,` P`		

F S T W + % Z` E g` _ S k a X [_ b` W` _ W f S f [a` f a a` e`
3 f Z a g Y Z S` ^ a` X f Z W e W e f d` S f W [V e W W W f [h W k e f [_ g` S f W
V W W a b` _ W f S d a g` V f d` S` e [f f Z W` _ a e f d` W W S` f S b b d a S U Z W e X a d
T b a S a` ,` ,` ,` h` a` ,` ,` ,` a` ,` _ ,` ,` h`
d` W a d` z` D W W S` f S b b d a S U Z W e X a d f Z W S d` S [U g V W e f d` S f W [V e f Z S f
a` _ _ _ _ a` a` _ _ _ a` _ a` ,` ,` h`
[b g f f f a a` e` f Z S f S d` W b W d` [f f W` g` V W d` W y [e f [Y b d a h [U [S` ^
W W [e S f [a` t S` V e f d` S f W [V e f Z S f S d` W U a` _ b S f [T W i` [f Z W y [e f [Y
_ _ a` a` a` h a` _ _ _ _ b` ,` ,` ,` b`
f Z W 5 [fk a X A f f S i` S z` F Z W e W e f d` S f W [V e Z S h W [X a d` W W S` [e f a X
e Z a d f S` V` a` Y Z W d` d` W U a` _ W V S f [a` e` e b W W [- U f a f Z W f d` W` T` S k
E f S f [a` S d` S i` S e a g f [W [5 Z S b f d` ## z`

Chapter Notes

5Z[USYa DW[ja`S^Fcd`ebadSfja` 3gfZadfkz/\$`" +fzFaa`e`S` V fWUZ` [cgVw`
XadXUJ[frSf] Y W WUfhwFA 6 hS`gWUSbfgdW 3 i Z[fWbSbVzDwVdVhVW Xb_
Zffb,!!i i i žfSUZ[USYažUa`![_SYW!efadVw!; [fSf]hVw!S` VgeWQfV!DF3Q
I Z[fWzSbWdS`" +") \$\$, \$" 8[S`bVX
7hS` efa` t 5[fk aX/\$` #fz 5[fk aX7hS` efa` F;8 dVWVhWab_ W f b`S`
5Z[USYa !_ S[F;8 V[efqUfzDwVdVhVW Xb_ Zffb,!!i i i ž[fkaXVhS` efa` žadY!
SeeWf!7hS` efa` , \$" 5Z[USYa, \$" ? S[, \$" , \$" 8[S^ \$" F;8, \$" B`S` žbVX
DW` W < ž` I W`el < ž` \$" \$fzEfsfWaXfZW>[fWbSfgdVfCd` e[fzadVfW
VhWab_ W f, 3eeVw[Y fZW[_ bSufe aXfZW@W <VwVW fCd` e[f h["SYW
[[fSf]hVzHaadZVwV fCd` ebadSfja` Ba`Uk ; e[ffgfVzDwVdVhVW Xb_ Zffb,!!
ba`UkžgfVwVzWg!hfU! Valg_ W fe!FA 6ž@<QfCd` eQH["SYWQ` [fz>[fQ
DwVh[W žbVX
DVS^Fcd` e[fz/\$` #fz 5Sbfgd[Y hS`gWfZdagYZ fCd` e[fzadVfW
VhWab_ W fZDwVdVhVW Xb_ Zffb,!!i i i žVfS`fCd` e[fzadY!ZfbfaV#žbZb
G` [fW EfsfVw 7` h[ca` _ W fS^Bca fWUfja` 3YW Ukž/\$` #fz; X`SefcgUfgdW
~` S` U[Y abfja` e XadfcD` e[fzadVfW VhWab_ W fZDwVdVhVW Xb_ Zffb,!!
i i i žVbSžYah!VUW!bVX\$" #ž` #\$\$žFA 6[X`SefcgUfgdV~` S` U[Y žDwbadfz

E[MV_W el Bd[UWl SfvWzageW5aabVwV S` V 4Wd [>WYZfa` BS[e` Wd/\$` #fz
I , _ , a _ _ :H, _ _ a a a , a _ _
hS`gW #ž# *ž

5Z[USYa DW[ja`S^Fcd`ebadSfja` 3gfZadfkz/\$`" +fi
G` [fW EfsfVw 7` h[ca` _ W fS^Bca fWUfja` 3YW Ukž/\$` #fz
G` [fW EfsfVw 7` h[ca` _ W fS^Bca fWUfja` 3YW Ukž/\$` #fz
G` [fW EfsfVw 7` h[ca` _ W fS^Bca fWUfja` 3YW Ukž/\$` #fz
E[MV_W e WfSž/\$` #fz
? Wfca` j ž/\$` #fz? aT[fk : gT 9g[VWf Ww, 8adfZW9dVfWdFada` fa
S` V : S_ [fa` 3dVfzDwVdVhVW Xb_ Zffb,!!i i i ž Wfca` j žUa`!W!
bca`WUfS` VbcaYcd` e!_ aT[fkZgTel!` #eWUfja` e[ž[žbVX
? Wfca` j ž/\$` #fz
? Wfca` j ž/\$` #fz
G` [fW EfsfVw 7` h[ca` _ W fS^Bca fWUfja` 3YW Ukž/\$` #fz
5S` SV[S` : a_ W4g[VWw 3eeau[Sfja` ž/\$` #fzFSj [UdV_W f
~` S` U[Y žDwVdVhVW Xb_ Zffb,!!i i i žZTSžUS!gb`aSVelba`Uk, \$"
SdJzhW\$" "" !\$" "" ž (žS` žbVX
5S` SV[S` : a_ W4g[VWw 3eeau[Sfja` ž/\$` #fz
5S` SV[S` : a_ W4g[VWw 3eeau[Sfja` ž/\$` #fz
E[MV_W e WfSž/\$` #fz
5S` SV[S` : a_ W4g[VWw 3eeau[Sfja` ž/\$` #fz
6S^Set 5[fk aX/\$` # fzFA 6 fsj [UdV_W f~` S` U[Y V[efqUf, Bca`WUf b`S`
dV` hVwV_W f l a` W~` S` U[Y b`S` Abžž#ž+) fz

6S^Set 5[fk aX/\$` # fi
6S^Set 5[fk aX/\$` # fi
6S^Set 5[fk aX/\$` # fi
6S^Set 5[fk aX/\$` # fi
6S^Set 5[fk aX/\$` # fi
6S^Set 5[fk aX/\$` #fzFA 6 F;8 6[efqUf, 8K \$" #ž3` `gS^Dwbadf, #žS`
AffSi Sl 5[fk aX/\$` #fzFA dVw` e Ua`_ g` [fk [bca`hW_ W f b`S` /5;Bfi
ŽahVh[W žDwVdVhVW Xb_ Zffb,!!affSi SžUS!W!U[fkžS`b`S` ` [YžS` Vž
VhWab_ W flUa`_ g` [fkž` bca`hW_ W fžbcaYcd` e!adVw` ežUa`_ g` [fkž
[bca`hW_ W fžb`S`
I Wdžag`Vež/\$` #fzGdS` dVW S^S` V Ua`_ g` [fk dVW WfSfja` , Faa`e`fZSf
US` ZVbžDwVdVhVW Xb_ Zffb,!!i i i ž Wdžag`VežUa`!gdS` ždVW S`žS` Vž
Ua`_ g` [fkžVh[Sf] Sfja` žfaa`ežZSfžUS`
I Wdžag`Vel/\$` #fz
Fada` fa! 5[fk aX/\$` " *fz4kžSi @až # žS` " * , Fa SVabfZWl SfvWdca` f
VhWab_ W faXbdVwUdTWW W b`ak` W f g eVwž7` SURW Tk 5ag` U[? Sk
\$)t \$" " *ž
I Wdžag`Vel/\$` #fz
EVh[UW@ahS EUaf[S` ? g` [U]bS^DWSfja` ež/\$` " " fž5Sb[fs[_ bca`hW_ W f
b`S` ž>aUS^9ahVd` _ W fDwVwagdW: S` VTaa] žEWUfja` (žž
9ahVd` _ W f 8[S` UWA UwV 3eeau[Sfja` ž/\$` #fzFZWca` WwX_ SefWd
b`S` e[U]sb[fs[_ bca`hW_ W f b`S` ` [YžDwVdVhVW Xb_ Zffb,!!i i i žYXaSž
adY!ca`Vž` SefWdVb`S` ežU]sb[fs[_ bca`hW_ W fžb`S` ` [Y
: aVYW 9WdSV` 9adVa` t 6Sh[Vž/\$` #fzBS` ` [Y 5S` SV[S` Ua`_ g` [fVwV
(fZ 7V[fja` Abž# žž@Ww 7VgUSfja` , Fada` faž
5agYZ` [DaT Wfz#(" fZFW5Sb[fs^BcaYcd`_ [Y Bca`T W_ ž<agd S^aX
3_ WdUS` ; e[ffgfWwXB`S` ` WdV \$(/fz%+žž*ž
3d[Yfa` 5ag` fkl/\$` #fz <g`k #fz 3d[Yfa` Uag` fk TaSdV Sbbca`hVw` b`S` fa
[hVwV` \$ž` T[fa` ahVd`# kVwV [Uag` fk [X`SefcgUfgdVzDwVdVhVW Xb_
Zffb,!! W ežSd[Yfa` hSžgelDwVwVwV Sd[Yfa` žUag` fklTaSdVzSbbca`hVwž
b`S` žaž hVwVžž` žT[fa` žahVd`# žkVwVž žUag` fkl ž X`SefcgUfgdW
3d[Yfa` 5ag` fkl/\$` #fz <g`k #fi
9ahVd` _ W f 8[S` UWA UwV 3eeau[Sfja` ž/\$` #fz
I Wdžag`Vel/\$` #fz
I Wdžag`Vel/\$` #fz
AffSi Sl 5[fk aX/\$` #fzFA 5Sd[Y ShW gWUa`_ g` [fk [bca`hW_ W f b`S`
/5;BfižahVh[W žDwVdVhVW Xb_ Zffb,!!affSi SžUS!W!U[fkžS`b`S` ` [Yž

Fad` fa! 5[fk aX/\$" " *fi
Fad` fa! 5[fk aX/\$" " *fi
Fad` fa! 5[fk aX/\$" " *fi
I Wd`ag`Vel/\$" ##fi
I Wd`ag`Vel/\$" ##fi
>S_ TW`e] k! E`/\$" # fi4ge[V`e [UW f[hV`e S` V d`S^V`eSfW Fad` fa
Tge[V`e [UW f[hV`e [fcbVgUf`a` ž6FL 4Sd [U] Vž
>S_ TW`e] k! E`/\$" # fi
>S_ TW`e] k! E`/\$" # fi
A fSi S! 5[fk aX/\$" #/Sfi
A fSi S! 5[fk aX/\$" #/f fi
I Wd`ag`Vel/\$" ##fi
A fSi S! 5[fk aX/\$" #/Sfi
I Wd`ag`Vel/\$" ##fi
I Wd`ag`Vel/\$" ##fi
A fSi S! 5[fk aX/\$" #&Sfz\$" #& 6W`Wab_ W f UZSd`V`e gbVSfWefgV`kž
DW`dV`W`W` X`a_ Zffb,!!ValUg_ W fežafSi SžJS!e!fV`e!ValUg_ W fežafSi SžJS!
~V`e!ValUg_ W fe!S ad`ST`W` age[YEfgV`kžVX
A fSi S! 5[fk aX/\$" #&Sfi
Fa_ S`fkl Dž` E] STgcb] [e! 3ž/\$" " %fz6W`Wab_ W f UZSd`V`e S` V Uf`k
b`S` [Y aTW`Uf[hV`e, FZWA` fS`q`a V[eUa` `W`fz5S` SV[S` <agd S`aXGd`S`
D`V`eSdJZ! #\$/#fi #&Sž# #
Fa_ S`fkl Dž` E] STgcb] [e! 3ž/\$" " %fi
Fa_ S`fkl Dž` E] STgcb] [e! 3ž/\$" " %fi
? [[efck aX? g` [U]bS^3 S[cb S` V: age[Yž/\$" #/fz>aUS^;_ bdaH`_ W f
5ZSd`V`ežBdaH` [UWaXA` fS`q`ažDW`dV`W`W` X`a_ Zffb,!!i i i ž_ SZž`ahž` žJS!
BSYV# \$\$ (žSeb)
? [[efck aX? g` [U]bS^3 S[cb S` V: age[Y!/\$" #/fi
ESe] SfUZW` S` Gd`S` ? g` [U]bS`f[V`e 3eeaU[Sf`a` ž/\$" " +fz6[eUgee]a`
bSbVd` ? g` [U]bS^Ta` V`ežDW`dV`W`W` X`a_ Zffb,!!eg_ Sžad`!U_ egb`žSV!
XU] W[fadD`V`eSdJZ!6[eUgee]a` , \$" BSbVd` \$" ž \$" ? g` [U]bS^ \$" 4a` V`ež

ESe] SfUZW` S` Gd`S` ? g` [U]bS`f[V`e 3eeaU[Sf`a` ž/\$" " +fi
: S` [S` ž/\$" #/fz4adba! [Y faVSk` žad`fZWU]fk aXfa_ adba! 1? g` [U]bS^
VW`fS` V S`fVd` Sf[hW`~ S` U[YžG` [hV`e]fk aXFa` fa, ? g`] EUZaa^
aX9`žTS^3 S[cbžDW`dV`W`W` X`a_ Zffb,!!_g`] eUZaa`žg`fada` fažJS! [X`!
gb`žSve!\$' &[X`O#&` %T`adba! [YfaVSkQ~ S`Q` W`QeW`bFO#žbVX
ESe] SfUZW` S` Gd`S` ? g` [U]bS`f[V`e 3eeaU[Sf`a` ž/\$" " +fi
Lg`at <ž/\$" ## <g`k \$#fzBSd [Y efdSfW`[V`e žad`fcb` e!fžad`W` fW`
V`W`W`ab_ W fž? See Fcb` e!fž
Lg`at <ž/\$" ##fi
>[f_ S` ž/\$" " (fzBSd [Y_ S` SYW`_ W f, EfdSfW`[V`e W`S`g`Sf`a` S` V
b`S` [YžH[Ufa`dS` Fcb` ebad` Ba`Uk ;` e!fžg`fVž
>[f_ S` ž/\$" " (fi

>[f_ S` ž/\$" " (fi
6[ff_ Sd: ž` AZ`S` V! 9ž/\$" " &fzFZW` W` fcb` e!f`fai ` , 4W`ef bcdSuf[UW`e [fcb` e!fžad`W` fW` V`W`W`ab_ W fž;e`S` V Bd`V`ež! SeZ [Yfa` 65ž
>[f_ S` ž/\$" " (fi
>[f_ S` ž/\$" " (fi
>[f_ S` ž/\$" " (fi
6[ff_ Sd: žAZ`S` V! 9ž/\$" " &fi
5S` SV[S` Gd`S` ;` e!fžg`fV`/\$" #/fzDWZ [] [Y egd`SUM`bSd [Y žad`
bW`W`efq[S` X`d`W`V`k`a` U`W`V`W`W`ab_ W fžDW`dV`W`W` X`a_ Zffb,!!i i i ž
US` g`d`žad`!Ug`žog`T`U`Sf`a` e!d`VZ [] [Yžeg`d`SUM`bSd [Yžad`žb`W`W`efq[S` ž
X`d`W`V`k`ž` U`W`V`W`W`ab_ W fžf_ ^
>[f_ S` ž/\$" " (fi
6[ff_ Sd: žAZ`S` V! 9ž/\$" " &fi
GE 7B3ž/\$" " (fzBSd [Y ebSUM`e! Ua__g` [fk b`SUM`e, 8[V[Y fZW
TS`S` U`W`f`d`ag`YZ_e` Sd`Y`dai` fZ`ea`g`f`a` ež6W`W`ab_ W f! 5a__g` [fk S` V
7` h[da` _ W f 6[h[e]a` /6576fzDW`dV`W`W` X`a_ i i i ž`V`Sž`ah`e` Sd`Y`dai` fZ!
bSd [Yžf_
5S` SV[S` Gd`S` ;` e!fžg`fV`/\$" #/fi
5S` SV[S` Gd`S` ;` e!fžg`fV`/\$" #/fi
EZagb! 6a` SV 5ž/#+) fzFZWZ [YZ Uaef aX`d`W`bSd [YžDW`dV`W`W` X`a_ Zffb,!!i i i žg`UfUž` W`!bSbV`e!% #žbVX
5S` SV[S` Gd`S` ;` e!fžg`fV`/\$" #/fi
7h`S`e;h! <ž` Bcd`f`f`Dž`/\$" " %A UfaTW`d`f`q` q` d` !` q`
7h` SV[S` Gd`S` ;` e!fžq` k 3` SV[S` Gd`S` ;` e!fžq`
SV[S` Gd`S` ;` e!fžq` k 3` SV[S` Gd`S` ;` e!fžq`

Xba_ Zffb,!!US` VUkad žUS!W!kad dVéagdMél dVéagdMél Kad , \$"
DwW[a` , \$" FA 6 , \$" 9g[VWf Véb VX
? Wfcb ↑ j t / \$" ##fi
A ffsi S! 5 [fk aX/\$" ") Sfi GdS` 6Vé[Y` , 3 DWVdW UW9g[VWfa 5dVsf[Y
9dVsf B`SUVé S` V 9dVsf EbSUVé, bžžDwfdVhVW Xba_ , Zffb,!!affSi Sž
US!USW VSdaffSi S!Ufklag` U[†bWU!\$" ")!" ' žš!35E\$" ") ŽBF 7ž
BA >ž" " #š , \$" 6aUg_ Wf , \$" #žb VX
A ffsi S! 5 [fk aX/\$" " %fi Ha ğ_ W# A U[S^B`S` žDwfdVhVW Xba_ , Zffb,!!
affSi SžUS!W! a U[Sžb`S` ž!ha ğ_ Vžžž U[Sžb`S`
A ffsi S! 5 [fk aX/\$" ") Tfi FdS` e[† A dW fW 6VhVab_ Wf 9g[VWf Vė,
#žš(žbž%žDwfdVhVW Xba_ Zffb,!!affSi SžUS!W!UfklZS^†b`S` ` [YžS` Vž
VhVab_ Wf!Ua__g` [fkžb`S` ežS` VžVé[Y` žYg[VWf Vė!Vé[Y` žS` Vž
b`S` ` [Yž` žžž*
A ffsi S! 5 [fk aX/\$" ") Tfi
A ffsi S! 5 [fk aX/\$" ") Tfi
5Z[USYa ? Wfcbaba†S` 3YW Uk XadB`S` ` [Yž/\$" #fi 8ad_ žTSeW UaVvé,
3 efVbžT kžefVb Yg[VWxadUa__g` [†VėžDwfdVhVW Xba_ Zffb,!!S` VgeWSi ž
i gefžWg!Sd†Uvé!3 , \$" 8ad_ , \$" 4SeW , \$" 5aVW , \$" 9g[VVb VX
5S` SV[S` 5ag` U[^xadBgT †UžBd†hSfWBSd† VėZ[bež/\$" #fi BgT †Užb†hSfW
bSd† VėZ[be, 3 Yg[VWxad_ g` [U]bS††VėžDwfdVhVW Xba_ Zffb,!!i i i ž
b%US` SVSžUS!p!_ W[S!W Y†eZ!dVéagdMėž††cSk!~Vė!b% \$" Yg[VW , \$"
xad \$" _g` [U]bS††Vėžb VX
A ffsi S! 5 [fk aX/\$" " \$fi BgT †Užb†hSfWbSd† VėZ[bežDwfdVhVW Xba_ Zffb,!!
affSi SžUS!USW VSdaffSi S!Ufklag` U[†aUU!\$" " \$!" (žš(!UeWU!35E\$" " \$ž
5? DžA 5? ž" " " %
5S` SV[S` 5ag` U[^xadBgT †UžBd†hSfWBSd† VėZ[bež/\$" #fi > ž
b%USQ b%q " bŭ " " " " S` %q " bŭ !
affSi Sž S!USW VSdaffSi S!Ufklag` U[†a

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D a Pa

;` ad/Wdifa eZai Zai VWhWab_WfUS` TWg_befScfW
[fZWSdWSt S VW_a` efdcf[a` b`S` i Se VdXVW XadfZW

FZWbdabaeW bZSeWe aXVWwWab_ W fi [^dWcg[dWfZWwy [ef Y
bSd [Y `af bad[a` aXfZWbdabWfk fa TWdW a` VW Xba_ [fe
UgdW f >\$? S`ad>WlegdW8SU[1fk La` W fa fZWF6\$ FdS` e[fZ
A dW fW 6WwWab_ W fLa` VZA UW[e [VW f[-W Se S bWd_ [ffW
geW [fZ[eIa` W [fZ S_ Sj [_g_ Tg[V [Y ZWYZfaX\$" efaWkež
FZ[eIa` WS`ea bWd_ [fe S bSd [Y YScSYW`aUSfW a` fZWeS_ W
`af Se S` a UWTg[V [Yž8adfZWbdabaeW a UWTg[V [Yf fZW
F6\$ Ia` WdWcg[dW S_ [[_g_ aX%*(bSd [Y ebSUMe Sf" ž'

10.1.5 - Vacancy Rates

EWUgd[Y S` [e f f g f a ` S 1 X W W S ^ f W S` f i [^ T W S d W g d W _ W f
X d V W W a b _ W f f a b d U W W z F Z W W h W a b _ W f U a ` e [V W d e
S h S U S` U k d S f W a X` . † d S f Z W d f Z S` f Z W W y [e f] Y A f f S i S a U W
h S U S` U k d S f W a X # # † V g W f a f Z W W y b W U S f [a ` a X S X W W S ^
f W S` f z F Z W C a p i t a l U r b a n L a n d s M a s t e r P l a n _ a b _ h
b h N a _ a C a a C _
_ a _
O a a _ _ b a a a h a a _
f d S` e f f a b f [a ` e z` T h _
X W W S ^ S U [f f k f Z S f [e [† W i [f Z f Z [e ? S e f W d B S` z

10.2 - Scenario 1: Municipally Owned

10.2.1 - Financing

B d a W U f U a ` e f d j U f [a ` U a g V T W ~ ` S` U W f Z d a g Y Z S _ g` [U b S ^
T a ` V z F Z W 5 [f k i a g V ` a f Z S h W f a [h W e f S` k W e g [f k [f a
f Z W b d a W U f i a f Z W d f Z S` f Z W h S g W a X f Z W S` V z 5 a` e [V W d [Y
f Z W ^ a U S f [a ` S` V` S f g d W a X f Z [e V W W a b _ W f l S e i W ^ S e
f Z W S e e a U [S f W f [_ [Y S` V U a e f e l f Z W d W g d a` f Z W T a` V [e
U a ` e W h S f [h W k W e f [S f W S f (z` . / b d _ W b g e % z` . f i A a
U a _ b S d [e a ` † S 9 a h W d _ W f a X A ` f S d a 4 a` V _ S f g d [Y [\$ " \$ +
a _ a a _ _ h a _
[e S f S U a g b a ` h S g W a X (z` . z` T h _ a _
U a ` h W f [a ` S ^ U a _ _ W U [S ^ U a ` e f d j U f [a ` a S` W e f [S f W S f) . z`

D W S f [h W f a a f Z W d ~ ` S` U [Y a b f [a ` e l S _ g` [U b S ^ T a ` V Z S e
U a _ b S d S f [h W k ` a i d e] [f Z W _ S d] W b S U W W e b W U [S ` k e [U W F Z W
5 [f k a X A f f S i S Z S e S f q b M z U d W [f d S f] Y z F Z [e d W b d W e W f e f Z W
T W e f b a e e [T W U d W [f d S f] Y [f Z W _ S d] W b S U W z F Z W d W a d W [f
[e S ` a i d e] [h W e f _ W f X a _ f Z W _ S d] W b W e b W U f [h V z ;` a f Z W d
i a d v e l f Z W d [e ` a i b d a T S T [f f k f Z S f f Z W 5 [f k i a g V V W S g f a`
f Z W d W b S k _ W f a X f Z W T a` V z 5 a` e [V W d [Y f Z S f f Z W B d a h [U W a X
A ` f S d a Z S e S ` a i W d U d W [f d S f] Y a X 3 3 † f Z W (z` . T a` V h S g W

X d f Z W 5 [f k a X A f f S i S [e U a ` e W h S f [h W z

10.2.2 - Project Return

T h C _ a _
[f W e f z F Z [e _ V S` e f Z S f f Z W 5 [f k V a W e ` a f Z S h W f Z W e S _ W b d a - f
_
[S b d a W U F V W W [X [f i W a W a ` k a ` S T d M S] z W W T S e [e z 3 f f Z W
e S _ W f [_ W S` k h [S T W W W h a b _ W f e Z a g V k [W W S _ [[g _
` z ` . d W g d a ` b d a W U F U a e f S e _ V S e g d W T k f Z W 5 S` S V [S`
V W W a b _ W f [V g e f k S` V e f S` V S d T S`] [Y b d S U f [U W e z` I
f Z [e e _ b W b d a - f a T W U f [h W [e e W f f Z W f Z [e V S h V e ` S f f g V W X d
U a ` f [Y W U [W e e g U Z S e [e S f [a ` † e Z a d f S ` e [` V S e W d W W g W
g` S` f [U b S f W h S U S` U [W e l S` V a f Z W d S e e a U [S f W g` V y b W U F W
U a e f e f a f Z W b d a W U F Z Z W a d W f Z W d [e ` a i W d b d a T S T [f f k f Z S f
f Z W b d a W U f i [^ a f ` a e W _ a` W k z ; f [e _ a e f [b a d S` f f a _ S] f S [a
_
f Z S` W a g Y Z f a e W h [U W F Z W T a` V b S k _ W f e f i S e S T g W d f a
W e g d W f Z W 5 [f k V a W e ` a f V W S g f a` S` k T a` V b S k _ W f e z

10.2.3 - Comprehensive Assessment

3 U U a d [Y f a f Z W ~ ` S` U [S ^ X S e [T [f f k S` S` k e [e l f Z W W W h a b _ W f
a X f Z W a U W f a i W d S` V b S d [Y e f d j U f g d M i a g V T W b d a - f S T W z
F S T W # z \$ e g _ _ S d [W e f Z W] W k a g f b g f e X a _ f Z W ~ ` S` U [S ^
X S e [T [f f k S` S` k e [e z ;` f Z [e e U W S d a f f Z W b d a W U f i [^ e f S d _ S] [Y
_
W V a X k W S d \$` S f f Z W W e W [Y b d U W a X S b b d a j [S f W k ` # %
_ [* a ` z 4 S e W a` S b d W W W d [W f Z d W e Z a V X d f Z W i n t e r n a l
rate of return (IRR) S f # # . † f Z W T W a d W f S j [f W d S ^ d S f W a X d W g d
X d f Z W b d a W U f S f \$ \$. V W _ a` e f d S f W e S e a g ; V [h W e f _ W f z
T h **net present value (NPV)** a X f Z W b d a W U f [e S ` e a b a e [f [h W
S f ` \$ " † * * #) * % S f S **discount rate** a X # \$. z F Z W X g ^ ~ ` S` U [S ^
_
f Z W d S e e g _ b f [a ` e _ S k T W a g` V [3 b b W V [U W e 7 z \$ S` V 7 #
d W e b W U f [h W k z

10.5 - Potential Future Phases of Development

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R , a , -

T h _ a h a / ' a _ a _ a _ a _ a
 , T b a S a , b a , h _ a _ h a a a ,
 fZWbdWUWV fe Xag` V [5ZSbfWd* S` V 3bbW Vj 6 egUUMeeXg ž
 Ta _ a _ T b a _ a _ h _
 Ua`dW fZWUgdbW f _ Sd W Ua` V[f]a` et S` V fZWabbadfg` [f]We aX
 fZWe[fW fZWdWUa _ _ W VSf[a` e [fZWx` ai [Y eWUf[a` ei [^
 ZWb fa [fW e]x VWWab _ W f egdbag` V [Y FdV T`Sk EfSf[a` ž

11.1 - Structure of the Recommendations and Timeframes

FZWdWla__WVSf[a`e agf[VW [fZ[e UZSbfWdSdWadS` [VW
[fa' USfWadV,

- ‡ G_
- ‡ F a
- ‡ A a
- ‡ Fa a
- ‡ D , a

8gdFZWd adWfZWdWla__WVSf[a`e SdWY[hW S f_ Wf WaX
i ZW fZVK SdWYbWUFW fa TWLa_bWVW /eVW8[YgdV###fi

- ‡ zCg[U] I [eŠSdWefSfW[Ve fZSf US` TWSVabfW i [fZ[
fZW VyfkVsd
- ‡ EZadZWd_ efcSfW[Ve US` TWW_bakVW i [fZ[fZW Vyf
\$Ž kVScd
- ‡ >a`YŽWd dWla__WVSf[a`ei [^Ya TWka`V' kVScd i [fZ
, , , , , a a

11.2 - Guiding Future Development

T, _ _ ha _ _ , , a h , , h , , ,
a , , a , , h TOD a , ,
FdW_T'Sk EfSf[a` fZW5 [fk eZagV,

DWh[eWfZWVY [ef[Y I a` [Y TkŽSi fa,
‡ DWefqUf SgfaŽadW fW S` V geWet ebWU[-US`k VdhwŽ
fZdagYZ XSU[ffVēž

- ‡ A , , , , a a , a , = b
a , , , a /, a a _
a a , h , b , , h
bWd [ffW geVēž
- ‡ D_ a _ a a a a _ a
, a a a a a -a , ,
i ZWZWd fZWa

11.3 - Financing Development

I a , - - , - h T ba A a h , - , -
= h , , a a h a :
D , a Ca a l Pa a , a -
XadUSb[FS^[_ bdaW_ W f bdaWfe WweUdTW [fZWFA 6
Pa a , - , - h h a a - - a
agf[W [fZWFA 6 EWh[U] Y AhWh[W ž
‡ U - a b , - a a a a , , h h
Ca a l Pa - a - -
[_ bdaW_ W fež

- **LONG TERM recommendation**
- **Actor: City of Ottawa**

\$ž GeW>aUS^;_ bdaW_ W f 5ZSdVWe adUdVfWFSj ž: UdW_ W f
8[S` U[Y 6[efq[Uf B`S` e fa ~` S` UMbSd[[Yt bWVefq[S`
Ua`` WUf[a` et S` V bafW f[S^S` V SeeW_ T k XadS^SdVSe
egdtag` V[Y FA 6ež

- **LONG TERM recommendation**
- **Actor: City of Ottawa**

%ž 7efST feZ BSd[[Y 5ZSdVWe S` V gf[↑ WXg` Ve dS[eW
a h a - h - - a a , a h
VWVab_ W f aXUa` ea [VfW bSd[[Y efgUfgdVž

- **LONG TERM recommendation**
- **Actor: City of Ottawa**

11.4 - Attracting Development

T, h a a - - a , , - - , - h
T ba Sa , TOD a a h , , a , ,
- h , - b = :
A a , , - b - a h 10F7 I T10 1 T 1F0100500D2TUPPP00 BA 00 A , : CO/DC9G TERM , I a ,
[]

Actor: CC

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C, = ,

T_h Transit-Oriented Development (TOD) a , h
T ba Sa , a a _ h _ a
Tk UdVsf[Y fZWdWg/Sfack Xs_ W ad] XadfcS` e[fZaqW fW
VWwWab_ W f fZSf [e VW eW [` ahSf[hW [fW dSfWf S` V aXZ|YZZ
cgS[fk gdtS` VVe|Y` ž3 fZagYZ fZWFA 6 b`S` e XadafZWdefSf[a`
a a _ a a _ O a a h a _ _ a _ a
VWwWab_ W f SUR[h|fk| fffWZSe TWV VWwWabW` V\$dfZW
FdV T`Sk EfSf[a` [V\$efWd A ffsi St i [fZ XW SUR[hWbdabaeS`e
bW V[YžFZ[e bca WUf S[W fa SVVdVe fZW[_ b W V W fSf[a` aX

12.1 - Guiding Future Development

I Z[WfZWFA 6 b'S` f| a` [Y| S` V e|fWb'S` Ua` fcb^SdWUgdW f'k
b = b h C` , _ _ _ _ _
SdWf| [bcdhW_ W fe US` TW_ SVWfa fZVWfaa` e fa W egdWi [fZ
UWfS] fkl fZSf S^XfgdWVWVab_ W f [fZWSdW [e Ua` e|efW f
i [fZ fZWYaS`e agf| VW [fZWFA 6 b'S` žFZ[e i [^S`ea bcdh[VW
` _ _ _ _ _ h a h C` _ _ _ _ _ a` _ _ _
FA 6 Sf FdW_ T`Sk Efsf|a` ž

12.2 - Financing Development

O_ , h _ _ _ _ _ b_ _ a _ _ a h a
a a , a _ _ _ _ a a _ _ _ a
XdfZVW Wf|hW_ b`W_ W fsf|a` aXS FA 6 S` V fa ef|_ g`SfW
VWVab_ W f [fZWSdWszFcd` exd_ [Y S` ai Ž/W e|fkl
Sgfa ŽadW fW SdW [fa S FA 6 i [^dWg|dWe|Y` [-US` f` W
[XSe|fcdjUfgdWž7_ b`ak[Y ~` S` U|S`^faa` e egUZ Se F;8et 5Sb|fS^
;_ bcdhW_ W f B'S` et S` V F;79e US` W egdWfZSf fZW5 [fk US`
_ Wf fZVW [XSe|fcdjUfgdW VVW ež

12.3 - Attracting Development

A_ a _ a _ _ _ _ _ h T b a
S a , a a _ _ _ _ b a _ _ _ h
[b`W_ W fsf|a` aXfZWb'S` fa TWdW| WžFZW`SU] aXUgdW f
VWVab_ W f [fWVef [fZWSdW US` TW_ [f|YSfW i [fZ W adfe
_ a a a a _ _ _ _ _ h a
_ a h _ _ _ _ a _ _ a _ _ a _ _
S` V Tcd` V [Y fZWSdW Sbbcdabq|SfWkž

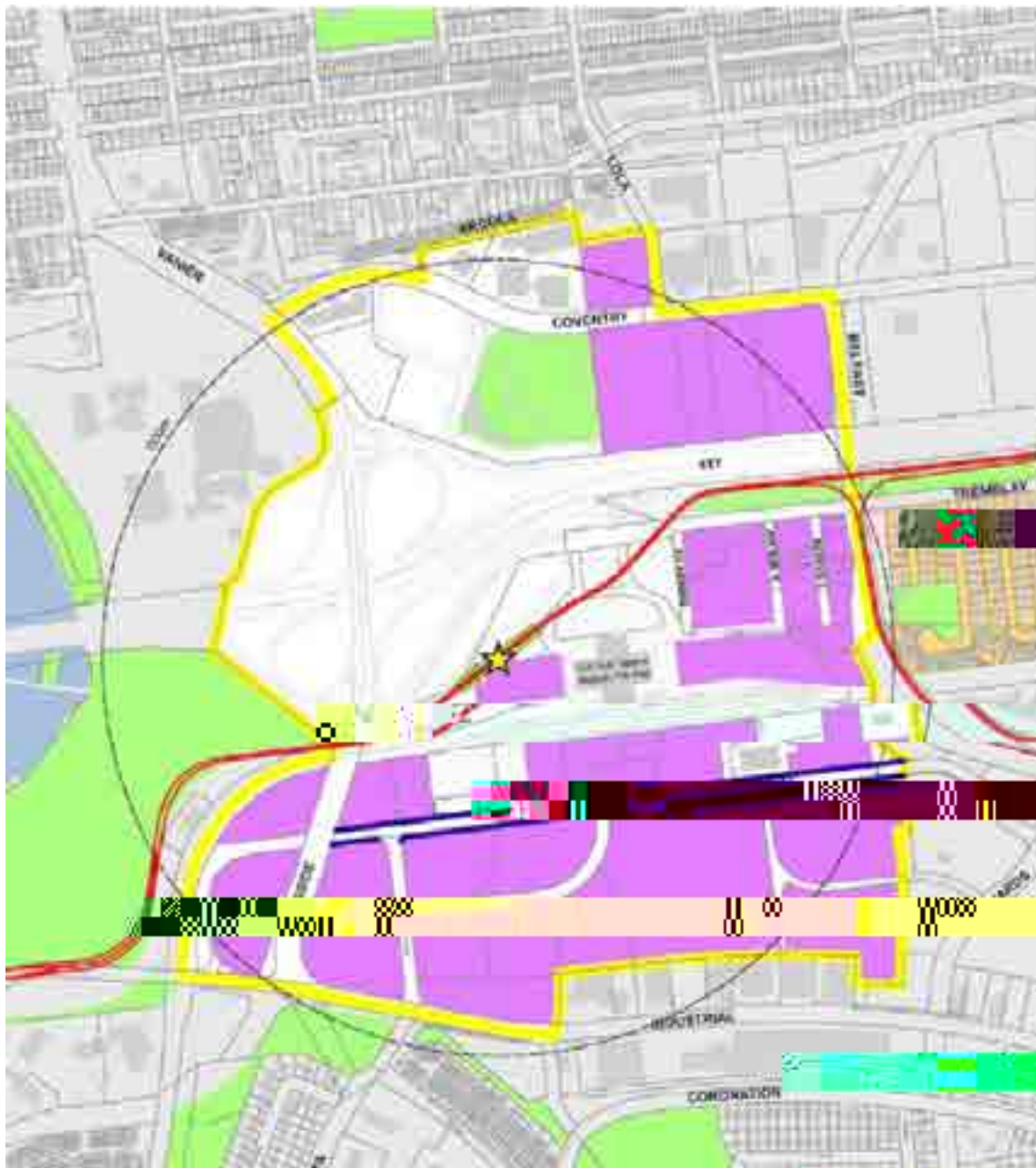
12.4 - Facilitating Development

T h a a , , _ _ _ _ _ h C` , O a a , a a
VWVab_ W fZ? S` k aXfZWTWef bcdSUR[UWUSeWefgV|W e geW
_ b _ a a _ _ h _ a / _ _ _ a , a _
Se S e|fcdWk fa SUZ[VWVFA 6 YaS`ežFZW5 [fk US` [UabcdSfW
h _ _ a _ _ a a _ _ _ h T b a
S a , a a a , , h TOD , _ _ _ a , h

Appendix A - Tremblay Station Maps



? Sb 3#ŽFdW_T`Sk EfSf[a` efgVk SdW6
EagdW 5 [fk aXA ffSi Sl \$" #6



Train TOD Plan Area Secteur d'AATC Train

LRT Station Area Transit-Oriented Development Study (TOD)
Etudes sur les aménagements axés sur le transport en commun (AATC)
dans les secteurs de station de TLR

Land Use Framework Cadre d'utilisation des terrains

November 2012 / Novembre 2012

- Orange: Stable Residential Neighbourhood / Voisinage résidentiel existant
- Green: Existing Parks & Open Space / Parcs et espaces verts existants
- Purple: Active Frontage / Façades actives

- Star: Full Station Area TOD
- Red line: Transit Line
- Yellow line: TOD Plan Boundary / Limite du plan d'AATC
- White line: Property Boundary / Limite de propriété
- Grey outline: Building Footprint / Empreinte de l'immeuble

? Sb 3ž Ž? j VWžgeWh[e]a` XadFdV_ T`Sk EfSfja`
EagdWJ5[fk aXA ffSi` Sf`\$` #`\$`

Train TOD Plan Area
Secteur d'AATC Train

Pedestrian Network
Réseau pour piétons

August 2012 / Août 2012



- Future Multi-Use Parkways / Future routes polyvalentes
- Future Boulevards / Future routes pour piétons
- Future Parkways / Future routes pour piétons
- Station to LRT Station / Station réservée au design du LRT
- Future LRT Station / Future station de LRT
- Future LRT / Future route du LRT
- Access to Station / Connections for pedestrians / Accès aux stations / Connexions pour piétons
- TOD Plan Boundary / Limits du plan d'AATC
- Existing Parks & Open Space / Parks et espaces verts existants
- Existing Residential Neighbourhood / Vignages résidentiels existants

? Sb 3%ŽBWVefqS`Wf ad XdfdV_TSk Efsfa`
EagJW5[fk aXA ffSi Sf \$" #S

#\$(T ba Sa, TOD I a, S a

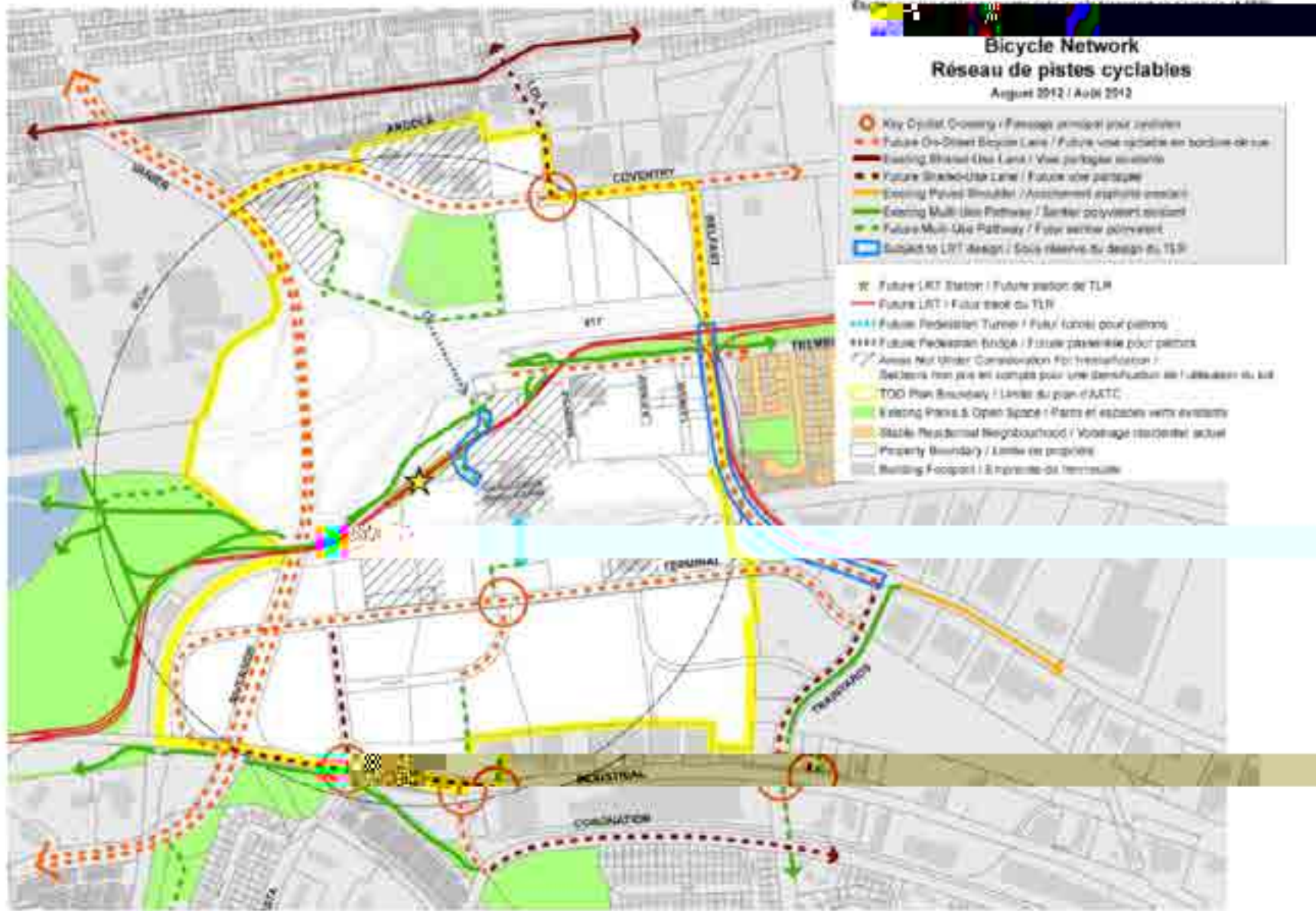
Train TOD Plan Area Secteur d'AATC Train

LRT Station Area Transit-Oriented Development Study (TOD)

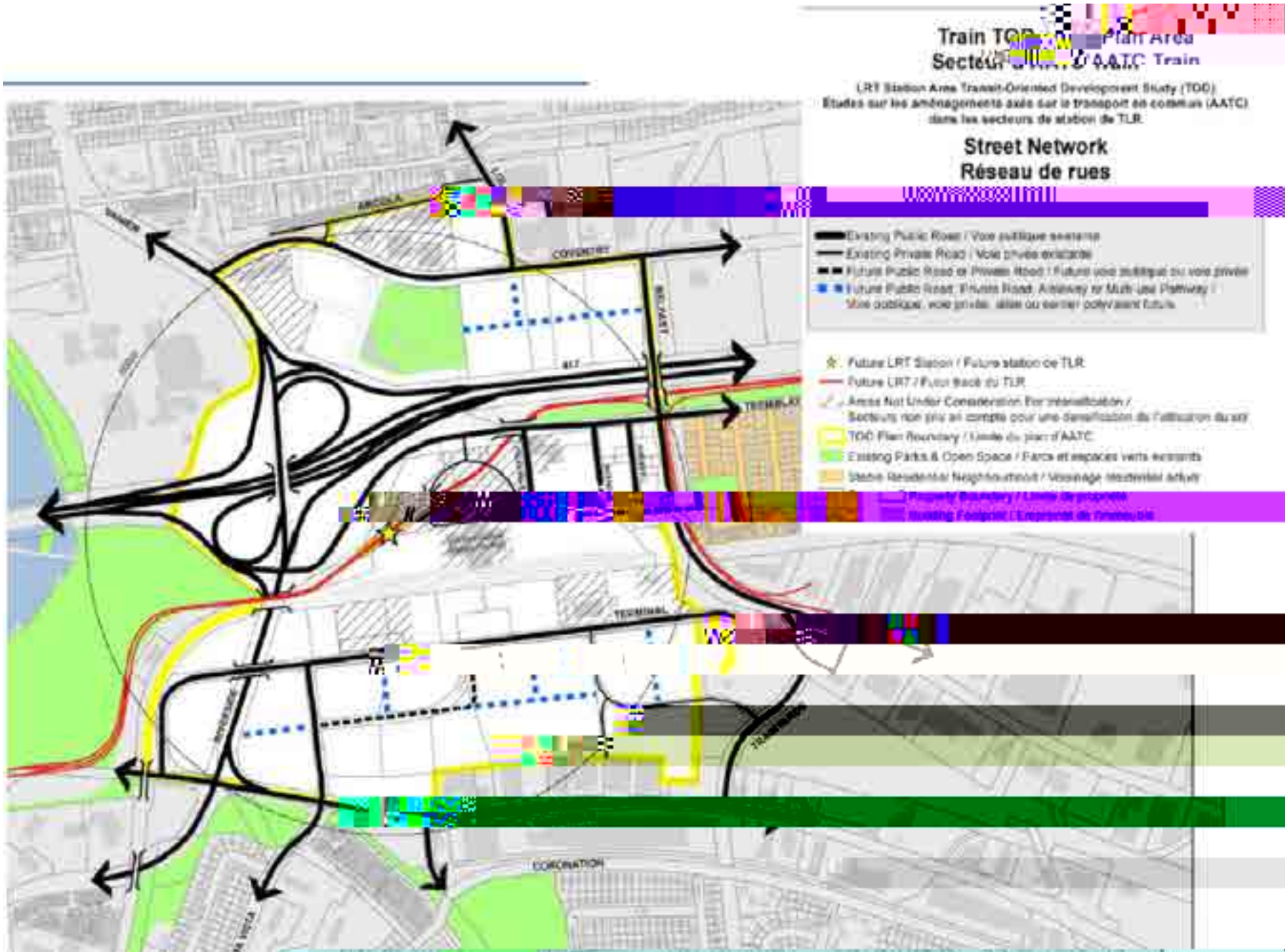
Bicycle Network

Réseau de pistes cyclables

August 2012 / Août 2012



? Sb 3& Z5kUf Y` Wf ad XadFdW T'Sk Efsfja`
EagdW 5 [fk aXA ffsi Sl \$" #s



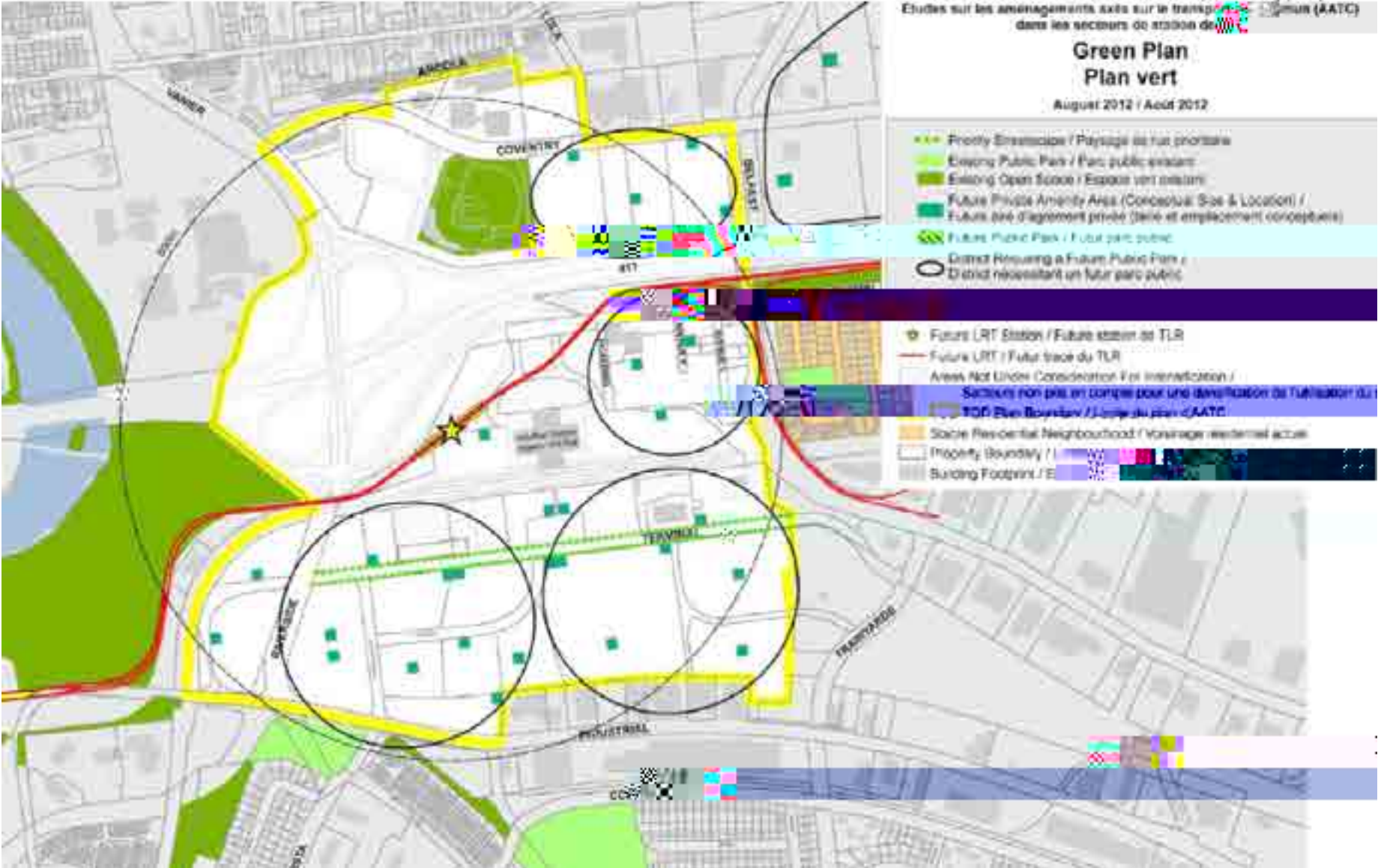
? Sb 3ž Ž5kUŕ Y` Wñ ad XadFdV_ T`Sk EfSŕja`
 EagdJW5ŕk aXA ffSi Sl \$" \$š

Train TOD Plan Area Secteur d'AATC Train

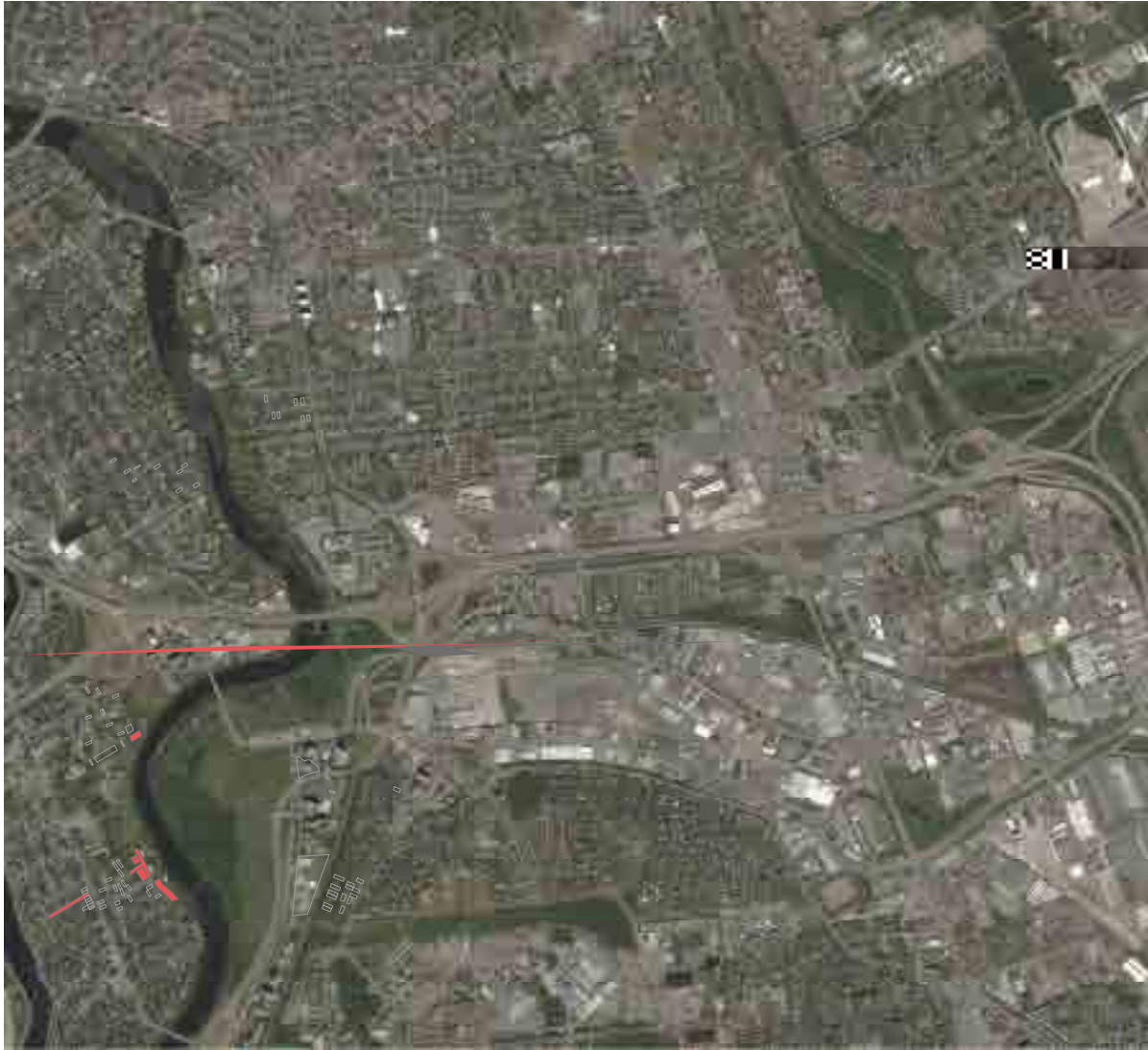
LRT Station Area Transit-Oriented Development Study (TOD)
Etudes sur les aménagements axés sur le transport
dans les secteurs de stations de tramway (AATC)

Green Plan Plan vert

August 2012 / Août 2012



? Sb 3ž Ž9dWV `Vfi ad XadFdW T Sk EfSfja`
EagdW 5 [fk aXA ffSi Sf \$" #S



Appendix B - Summary of Key Themes and Information from Stakeholder Interviews and the Implementation Workshop

B.1 - Letter of Information and Consent Form

LETTER OF INFORMATION FOR INTERVIEW PARTICIPANTS

Letter of Information for Interview Participants
"Tremblay Station: Ottawa TOD Implementation Study"

FZ[e WfWbdah[VW S Ua_ bdZVW e]hWahWh[W aXfZW? SeFVle dVWSdJZ bda VUfTW Y Ua` VgUfW Tk <W e[US <[S` Yf 3fZW S ha` : SgeWf BW SZ FaaŽ
faa` UZ[S` f Fa_ 8VZd 3` fZa` k 8af[at EZSI VW FWS` f H[UfadS 5aSfVet H[UW f >ag[VW <ad/S` Eg W S` V 3` VdW ? [e[S] /ZVdS XWd/Wd/W fa Se fZW
bda VUf fV S_ fig` VVdfZWegbWh[e]a` aX6d 6Sh[V 9adVa` f fZWEUZaa^aXGdTS` S` V DW[a` S^B`S` [Y SfCgVW la U

Faafaa`UZ[S`-bfaafaa`UZ[S`2_ WUa_ - bdaWUf egbWWh[eadi 6 d 6 Sh[V 9 ad/a` -Yad/a` V2cgVWV egZJS- 6 [dWUfadSf fZWEUZaa^aXGdTS` S` V DW[a` S^ B`S` ` [Yf ad6 d BSfd[U]S 5a`^ el G` [f D74 5ZS[dXd fZWEUZaa^aXGdTS` S` V DW[a` S^ B`S` ` [Y /EGDBfi CgVWV e G` [hWb[fk Sf / (#/fi' %/Z(" " " Vy fz))" (" ž

4k hWdTS`k Ua` eW f[Yf; Y[hWbWU [ee[fa` fa TWdWUad/VW Tk fZWdWVWsdUZVd i [fZ S V[Y[fS^dWUad/[Y VWh[UWž
4k hWdTS`k Ua` eW f[Yf; dWcgWef fZSf fZW~ S^Uabk aXfZWdWeg fe TWVW S[VV fa _ WSf fZW`a` ai [Y SVVdW e OOOOOOOOOOOOOOOOOOOOOOOOOOOOOOOOOOOOž
4k hWdTS`k Ua` eW f[Yf; dWcgWef fa TWS` a` k_ [VV S` V dWVWUW a` k Tk _ k bdaWUe[fa` S^f[Wž; g` VVWfS` V fZSf fZ[e _ Sk` af] VVWb _ k [VW f[fk Ua` ~ž VW f[Sž
4k hWdTS`k Ua` eW f[Yf; SYdWVfa TWUa` fSURW Xad Xa` ai žgb cgWef[fa` ež; g` VVWfS` V fZSf; _ Sk VVWU[WfZWVWdWcgWefež
4k hWdTS`k Ua` eW f[Yf; Y[hW_ k Ua` eW f fZSf fZW[Xad Sf[fa` Ua` WUWVW [fZ[e efgVk _ Sk TWgeVW [fZWVgfgdWdWVWsdUZ aXfZWefgVW f dWVWsdUZVž

; hWdTS`k Ua` eW f fa fZWSTahWefSfW_ W fe S` V XdWVW Ua` eW f fa bSdf[U]bSfW[fZ[e dWVWsdUZž

INTERVIEW QUESTIONS FOR PROFESSIONALS

Interview Questions**



G a Q_ _ , _

- : ai Va kag W h[fa` fZWUa` ` WUf[hfk TWfi VVW fZW adZ S` V eagfZ aX: [YZi Sk &#) 1
- I ZSf ebWU[-U fkbVé aX[hWef_ W fi ag`V kag [] Wfa SffdSUR1
- ; e[ffg[fa` S^bgT [U bqhSfWdWé[VW f[S^ WU1
- 6a kag ZShWS` k]` ai `WYWaXUgdW f SUR[hfk [fZWSdW1
- DWUW f bdaWUfk eS`Wé [fZWSdW1
- I ZSf [e Ya[Y a` i [fZ fZWTSeWT S^V[S_ a` V1!! ZSf SdWfZWb`S` e Xad fZWTSeWT S^V[S_ a` V1
- I Zk i Se fZWD5? B: C` af [UgVWV [fZWefgVk SdW1
- I ZSf SdWea_ WaXfZW] V k abba dfg` [fVé S` V Ua` efd[fe [fZWSdW1
- I ZSf SdWfZWfkbVé aX[eegVé kag ZShWVW Uag` fVdW [fZWSdW [fVd_ e aXba [Uk1

7žžl ZSf [e fZWYfW faXhSd[S` UMe YdS` fW1

6a kag XadWWS` k ba Uk UZS` YVe [fZWgfgdM

Q_ _ , _ , D , _ , _

I ZSf [e fZWbafW f[S^Tg[VST[1fk aXfZWe[fW 3` k` a Tg[V l a` Ve f Ve aXeYZff h[e[T[1fk Ua` efdS[fel abbadfg` [f[Ve TScd[Ve1

I ZSf SdMkagdb`S` e XadZWgfgdM

: ai [e fZWe[fWUgdW f`k TW` Y abWsfW1

EfdjUfgdWax_ adfYSYVe S` V WSeVe1

: ai Va kag eWkagde[fW[fWdSUF` Y i [fZ fZWFdW_ T`Sk >DF1

I ZSf [e kagdZ[efack i [fZ fZWSd[S1

I ZSf [e fZWZ[efack aXfZWfg` ` W1

ffICgVef[a` e eSfW ZWd_ Sk TW_ aV[-VW XgdZWdSe fZWbda WUf bdaYdVeVež

‡ A ffSi S EfSV[g_ [e ʃ] Wk` af S h[ST^W^a` YZ^Wd_ geWY[hW
 fZWZ[efack aXUZS^W YVv i [fZ bSef fVb_ ežFZWdW_ Sk TW
 S` abbadfg` [fk fa d/WVWVab fZ[e e[fW[fZWxfgd/ž
 ‡ H_ _ a b _ _ _ _ h a a b a_ _ h LRT
 a _ _ a b _ _ h T ba Sa_ a a _ _
 _ S^adUa` hW f[a` UW fdV [Vai` fai` ž
 ‡ FZWdW[e bafW f[S^XadFZWVybS` e[a` aXfZWfD[KSd/e
 eZabb[Y UW fdVž
 ‡ T_h _ a _ _ _ a _ VIA Ra _ _ _ _ h
 bSd[Y afež

History of the Train Yards

‡ T_h Ta Ya _ _ h_ _ _ _ a a a
 g` f[^fZW(" ei ZW VVWVab_ W f efSdFWžFZWbd[hSfW
 _ _ _ _ h a a aba _ _ a h_ _ _ h
 _ _ a h b_ _ h _ a _ h a a a b a
 ShS[ST Vž
 ‡ Bc[adfa e[fVdV_ VW[Sf[a` f fZWe[fWi Se Ua` e[VWdW
 'b_ _ _ 'a a _ a a _ h h _ a b_ _ /
 bWfcaUZW_ [US ež
 ‡ D _ _ _ h _ _ _ a _ _ _ h
 UadWf bS` [Y SbbdahS`e S` V l a` [Y [b SUVž
 ‡ FZWdW Se V[Ug`fk [SffDUF[Y fW S` fe Tgf fZW_ S[
 a _ _ _ a _ _ h Ta Ya _ a h a h a a
 ^SU] aXeZabb[Y [fZW^aUS^SdVž
 ‡ 3 YdaUWk efaWadl S^ Sd i Se` VVWV Se fZWS` UZad
 fW S` f fa _ S] WfZWeZabb[Y UW fdVegUUVeXg i [fZ
 l S^ Sd VhW fgS^k eVUgdW Se fZWS` UZadž
 ‡ FZWUW fdW[e` ai hWk egUUVeXg ž l S^ Sd [e` af Se
 _ a a a a h _ _ _ h ab_ a _
 afZWdIT[Y efaWVž
 ‡ A _ _ a _ _ _ a h Ta Ya _
 TWa UW Zai VhVdVdV[VW f[S^e S^ea S baee[T [fk l
 VebWU[S^k e[UWFZWFA 6 bS` S^ai e Xad_ ad/WVW e[fkž
 ‡ R_ _ _ Ea _ Ga _ a _ a _ _
 aXxfgdW>DF VVWVab_ W fl Zai VhVdFZWdW[e Ua` UWd

i [fZ bafW f[S^fD U_ bSUfe Vgd[Y Ua` efdgUf[a` ž

Recent and Future Development

‡ R _ _ _ a _ _ _ h a a h a _ _ :
 ‡ A UWe/eagfZ aXH;3 DS[f i
 ‡ Ta Ya _
 ‡ T ba LRT
 ‡ &"' FdV_ T^Sk DaSV
 ‡ T_h a a _ _ _ VIA Ra _ _ _ b
 egTV[h[VWV [adVdifa TWea V a S` V VVWVabWV [b[VWV_ Vb^XSeZ[a` ž
 ‡ T_h T ba Sa_ a a _ _ _ a _ a a /
 Ua_ _ WdUS^SdVž

Confederation Line Implementation

‡ A hVd&" " bcbWdVVe i WdWV bcbD[SfW Sudaee fZW
 5a` XWVbSf[a` >[Vž 7j bcbD[Sf[a` [e fkb[US^k S` Sef dVead
 Se` Waf[Sf[a` e US` SUZ[VhWfZWeS_ WaT WUf[hWi [fZ Vee
 Uaefž
 ‡ 8adVY S_ b^W fZW5 [fk aXA ffSi S bS[V XadFZW
 fW_ bacDsk dVdUSf[a` aXS` a` YZ^VfST [eZW
 4S`] aX@ahS EUaf[S fa Tg[V S` >DF VY [f S` V S
 Tg[V[Y Sdag` V [fž;fi Se Vee fZS` fZWUaef aX
 VY bcbD[Sf[a` ž
 ‡ T_h _ a _ _ _ h a _ _ _ (a) a
 [fVY dSfW i [fZ >DF efSf[a` ežFZ[e [e VVbW VV f a`
 SUZ[Vh[Y S UWfS[dVWVZ[b fa egbbad dVfS[ž
 ‡ 4S`] W gbl a` [Ye Xad>DF SdVSe_ Sk` af ZShWTVWV
 abf[S^XadW f[U[Y VVhWabVbž;f_ Sk ZShWTVWV TWVfVd
 fa ZShWVWVabVb -YZf XadFZWdVVe[dW dW a` [Yž

B.3 - Summary of Implementation Workshop Comments

G, _	Ta, a a C, _
1	<p>V_ , † ? j VW geW † l _ _ _ _ _ † C, _ _ _ _ S a _ † BgT [U]Bq[hsfWBSd' WtZ]be † M a _ _ _ a a _ _ † C, _ a _ a _ a _ † BgT [U]WYSYW_ W f efdSfW [W, abW ZageW egdWkef eaU[S^_ W[Sf TdS^ V[Y † FSj ; UdW_ W f 8[S^ U[Y / 8fi</p>
2	<p>V_ , † N _ _ _ _ _ TOD a a † l D _ a _ a a † C, _ a H_b † ? j VW geWsdW dSfZWfZS^ _ j VW geW b _ † R _ a _ _ _ a N, h , h 417 S a _ † A _ _ _ a _ _ a _ a _ _ a _ † l a _ a _ _ † BgT [U]Bq[hsfWBSd' WtZ]be</p>

FST W5#Z5a__ W fe Xh_ i ad eZab Ydagbe #~ \$

G, _	Ta, a a C, _
3	<p>V_ , † ? g fZ_ aVS^fdS^ e[f ZgT † 7_ b^ak_ W f^ aVWS^ V USee 3 a UWZgT † l a _ _ _ _ † Ba ba_ a _ a a _ _ a _ † l _ a _ _ _ a h _ S a _ † C, _ _ _ l _ _ Pa † FSj Z^ UdW_ W f 8[S^ U[Y † BgT [U]Bq[hsfWBSd' WtZ]be, FdS[kSdVet U _ _ _ O a a † l a _ _ _ a _ _ : a _ YScSYWefdWf^ Wf ad † Ma a _ _ _ ha _ † F, _ _ _ _ _ a</p>
4	<p>V_ , † P _ a _ _ _ † Ta _ _ a † l _ a _ _ _ a _ : V a Ra S a _ † C, _ _ a _ _ 417 a _ a _ S a _ † La S a _ † B _ _ _ _ † E ab_ h_ a _ _ b † ; UadbadSfWS adVST WZage[Y</p>

FST W5\$ Z5a__ W fe Xh_ i ad eZab Ydagbe %~ &

G, _	Ta, a a C, _
'	<p>V, _</p> <p>‡ ? j W dW[VW f[S^S` V a UWgeWè</p> <p>‡ A UWTg[V[Ye # Ž\$ efa dWke</p> <p>‡ BafW f[S^SVabf[a` aXZ[YZZebWWW dS[^ fZW</p> <p>—</p> <p>‡ 7` fWfS[_ W f ZgT fa fZWEagfZ aXfZW&# ,</p> <p>‡ C` a` a` la` ,` ,` h, =` _` a` ,`</p> <p>‡ l` a` ,` ,` LRT` h` _` _` Va` a` ,`</p> <p>S_a_ _</p> <p>‡ BgT UZBq hSfWBSd` WeZ[be, G` [hWè[fk aX</p> <p>A ffSi Sl FdS[kSdVe</p> <p>‡ 3` Z` ad` @afZ[Y 6W hWab_ W f, bcb` -f eZSd[Y</p> <p>‡ P` ,` ,` ,` ,` ,` h` a`</p> <p>‡ FSj ;` UdW_ W f 8[S` U[Y</p> <p>‡ R` a` l` ,` ,` ,` ,`</p> <p>‡ C` ,` ,` a` ,` ,` ,` _` a` a` ,`</p>

FST W5%Z5a__ W fe Xa_ i ad eZab Ydgb '

Appendix C - Additional Background Research

8ad_adWfZS` ZSXS UW fgdk Uf[W e b`S` e ZShWShagdW bqhSfW
hVZ[UW e VgWfa fZW[VdVSeWaXgeWS` V EWY [T [fkZ P a
a _ b _ h _ a _ _ h _ h _ a a _
aXgdT S` Xg` Uf[a` e S` V VVWab_ W fZ T h _ b a _
V [ebW e W `S` V ZgeV e S` V dWgUW SUW e T [fk XadW bWabWfa
_ h _ _ a _ h _ _ a _ _ a _ b _
VW e f` Sf[a` e z`

? adWdWUW fkt eVWWS^SUFade ZShWUa` fdTgrfW fa fZWdZ
VWSgSf[a` aXU[fk `S` VeUSbW e Tk b`S` `W e gdT S` VV e Y` W e t
S` V VVWabW e ZFZVWWSUFade [U gVW Xg e fSf[a` i [fZ a` W a g e
Ua__ g fV e t e b d Si ↑ Y d W W ZageW Y Se W_ [ee[a` e t V [eLa` fW f_ W f
h h _ _ a _ h _ _ a _ a
SUR[h [fV e t S` V [_ [fW dV e [VW f[S^UZa[UW e S` V Za_ W ai ` W e Z [b
abbadg` [fV e VgWfa d e [Y Zage [Y b d U W e z` 3e S dV e g f f ZW d
[e Y dai [Y [fV d e f [d W e a - f f [Y W y [e f [Y ` W Y Z T a g Z a a V e
Se i W` Se VVWab [Y ` W a` V e fZSf Xshagd f d S` e [fZadW fW
VVWab_ W f z`

FdS` e [fZadW fW VVWab_ W f FA 6 f [e S f d S` e [f e f S f a` S d M S
fZSf T a S e f e U a _ b d W Z W e [h W V W W a b _ W f z` C _ h _
VVWab_ W f f k b [U S` k W U a _ b S e e S _ [j a X g e W e t S` V X S U [f S f W e
f d S` e [f U a ` W U f [h [f k f Z d a g Y Z g d T S` V V e Y ` z` F d S` e [f Z a d W f W
e f S f a ` e S e S` U Z a d e X a d W y [e f [Y S` V X g f g d W V W a b _ W f
abbadg` [fV e z` FA 6 e S d M U a _ b S U f [g d T S` X a d _ t f Z W k Z W b
a _ a _ a b _ h b _ _ h _ _ a _ a _ h _ = _ a _
_ b _ a _ a _ a _ h _ _
Sgfa_ a T [W e z` T h _ a _ a _ b _ _ h a _ a T O D a
_ a V W S f W f a Z [Y Z Z W e [f k V W W a b _ W f e t ` S` V Z g e W b S f f W d e
f Z S f [U g V W S _ [j a X d e [V W f S ↑ W _ b ` a k _ W f S` V e Z a b b [Y
abbadg` [fV e t S b W W e f d S` S` V U k U ↑ Y Z d W V k g d T S` V V e Y ` t
S` V ` a U S f W i [f Z [U a e W b d a j [_ f k f a _ S a d f d S` e [f Z g T e z`

l a _ _ h _ _ a _ _ a _
e f S f a ` e t S f d S` e [f Z a d W f W b` S` ` [Y S b b d a S U Z Z S e f Z W b a f W f [S ^
f a T W W d W _ T a V k Y a h W d _ W f b a [U W e z` 3 f [f e U a d W f d S` e [f Z
_ a _ _ a _ _ a _ a _ a _ a _ a _
a _ _ b a _ a _ h _ a _ _ = a a b
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f Z W b a f W f [S ^ f a [X a d _ f Z W g d T S` X a d _ t V W e [Y ` t S` V e f d S f W [V e
f Z S f b d a _ a f W U a _ b S U f V W W a b _ W f i Z [W f d S` e [f b a [U W e
[X a d _ b g T [U f d S` e b a d S f a` S` V S U f [h W f d S` e b a d S f a` _ a V W e z` 2
3 b b d a b d S f W b a [U k [e b S d S _ a g` f f a S U Z [W h [Y f Z [e _ [j z` F Z [e
_ V S` e b a [U W e _ g e f T W b d W e U d b f [h W a X V W ` [Y V W e [f k V W e [Y`
a _ a _ a _ a _ a _ = _ a _ h _ _ a _ _ h
e V h W i [f Z [S` W Y Z T a g Z a a V a d U a _ _ g` [f k z` 3

Fa Xg` k Y d S e b f Z W _ S` [X e f S f a` a X f d S` e [f Z a d W f W V W W a b _ W f
[U g d W f b` S` ` [Y b d S U f [U W e [f [e [_ b a d S` f f a g` V W e f S` V
[f e Z [e f a d U S ^ U a` f W y f l _ a d W e b W U] - U S` k i Z W d S` V Z a i f Z W
[V W S _ W _ W Y W z` F Z d a g Y Z g` V W e f S` V [Y f Z W Z [e f a c k T W Z [V
f d S` e [f Z a d W f W V W W a b _ W f i b` S` ` [Y b d [U b W e f Z S f
a _ _ a _ _ a _ a _ a _ a _
V W W a b _ W f e S d W X a ` f Z [W Z

FdS` e [fZadW fW VVWab_ W f [e` a f S` W bZW a_ W a` z`
3 fZagYZ Ua [W W S` V UaV [-W Tk B W W d S f Z a d W [f Z W # * " e t
_ h a _ _ h h _ _ a b _ h _ a a _ _ a
e k e f W _ e [@ a d Z 3 _ W d U S z` 4 F Z W - d e f W y S _ b W e a X F A 6 e i W d W
9 S d W E g T g d e t S` [V W S f Z a d [W W T k 7 T W W W d : a i S d S` V
[b W _ W f W T k D S k _ a` V G` i [S` V 4 S d k B S d [W Z F Z W e W
e g T g d T e i W d M U Z S d S U f W e f [U a X F A 6 e T W U S g e W f Z W k _ W _ b Z S e [W
V i W` Y V W e [f k S` V b d a j [_ f k f a f Z W U W f d S ^ U a d W i Z [W T W [Y
Z V S h [k U a ` W U f W T k d S [↑ S k e f Z S f W S V f a f Z W W a i ` f a i ` U a d W z`

EfdWUSd i WdWfST feZWW [A ffsi S [#*# S kVsdTWadW
fZWdSc[hS^ [afZVd_ S'ad5S' SV[S' U[fV egUZ Se Fada` fa S' V
? a` fdV\$ A h _ _ _ a b a _ a N, h
3_ WdUSi VVWabW e eagYZf fa geWfZW\$' V egdbag` V [Y dS [^
efSf[a` e fa bca_ afWfZWddV\$^VefSfWZa V [YeZ` A a a _ _
_ _ _ a _ _ a b a _ a _ _
SUUve fa VVWabST WabW `S` V a` fZWagfe] [dfaXU[fVez⁷

7hW fgS`k babg`Sf[a` Ydai fZ TW\$S` fa UgefWdScag` V efdWUSd
[V e Se X\$ _ [V e fdVW fa V e USbWfZWahW dUai VVW S` V V [dK
Ua` V [fa` e aXfZW [` WdU [kZ⁸ T h _ _ _ _ _
_ _ _ a _ _ a a _ _ _ a _ _ a
fZSfi ag`V bda h [VVW [dWf SUUve fa `aTe [fZWWai ` fai ` UadV
8gdFZVd_ adW efdWUSdefabe [3_ WdUS i WdWaXW fZWe fWaX
a _ _ _ a _ _ a _ _ a _ _ a _ _
S` V `aUS^dV [VV feZ FZ [e fkbWaXVWab_ W f Ydabg [Y
VW fgS`k US_ Wfa TW] ` ai ` Se efdWUSdegTgdfez

: ai WdW Se fZWbca_ [W UWaXfZWSgfa_ aT [WdW eW [fZW
EfSfW e _ S'adV [e hVef_ W f [bgT [U fdS` e [f faa] b`SUWeZad`k
SXWdI I ; ; Ma a _ _ _ a a a h
SUdaee GZ e ZU [V e fa TWVWdSUa_ _ aV S fWfZWSgfa_ aT [WZ ;
A ffsi S fZWe fdWUSd` W i ad] i Se V [e_ S` fWV [# + ` z FZWa` k
Ca a a _ _ _ a _ a _ a _ a _ a _ a
i Se fZW5 [fk aXfada` faZ⁰

FZagYZi Se Ua` YVef[a` i adW VV S` V fdS Uba`gf[a`
[U dVSeW hScage bgT [U fdS` e [f ekefW_ e i WdWb`S` ` VV S` V
Tg [f fa Ua_ TSf fZV eW_ S` W WUfez FZWES` 8dS` U [eUa 4Sk 3dV\$
DSb [V FdS` e [f /43DF fiekfW_ t ? 3DF3 [3f`S` fS i S` V ? Wda [^
I SeZ [Yfa` SdVeS_ b` V e dV e ba` eV e fa fZV eW [eegV e Z E [UW
fZWU [fk ekefW_ i WdWef [^Tg [f fa egbba d` Sgfa_ aT [W e f dS` e [f
efSf[a` e TWUS_ WUZScdSUWd] W Tk `Sd`VW e b dSi [Y bSd] ` i dVW
bSd] [Y `afez

T h a _ _ b a _ , h 21 _ _

[fZWG` [fW E fSfV e , ~ d e f d W h V e f _ W f [fa 3_ WdUSie
Vai ` fai ` SdVSe- eVUa` V fZVUa` f [gW Ydai fZ aX3_ WdUSie
egTgdTe- ~` S`k dW W VV [fVdVef [bgT [U fdS` e [f S` V fdS` e [f
[hVef_ W fZ¹ I ZSf TdagYZf fZV eWfdW Ve fa YVfZVd [fZWG` [fW
EfSfW e i Se fZVdV\$ [S f[a` fZSf zS egTefS` f [S ^ _ Sd] W V W [e f e
XadS` W Xad_ aXi S] ST W _ j W ZgeWVWab_ W f Scag` V
fZV eW W dS [^ addSb [V Tge efSf[a` e S` V fdS` e [f efabeZ² T a _ _
a _ _ a b a _ a h a _ _ a _ _ a _ _
S` V dW W gW i Z [WdWgU [Y dV S` UWa` egTe [V [V e Z ad`k
SXWd fZW# +) " e [f e g V [V e TW\$S` fa eZai fZSf z`aUS [V W V W e [f V e
a _ _ a _ _ _ _ _ _ _ _ _ _ _ a
fZSf a UWgeV e UgefWdW [fZV eW SdV Se Uag` V Sff dSuf Z [YZ
`g_ TW e aXf dS` e [f geV e Z³

BWVd5S`fZadbW e Ua` UWb f aXFA 6 t TdagYZf SffW f[a` TSU]

_ _ _ a _ _ a _ _ a _ _ _ _ _ h

- , a a , a a , - - k a :

‡ l a a a ;
‡ ; Ud\SeVW_aT[frk UZa[UWe/bVWVefcS` XdW V↑ Weel
a b a a) ;
‡ D a / a b ;
‡ Ū a

: S]] SSdft 3ž ~ ? act[eeVkl <zž/\$" #&fzBa fluk LZS^W YWē XadfcS` efrZ
adqW fVW VVhWab_ W fZGdTS` 6Vē[Y` S` V B'S` ` [Yl/#) flf6B&l bž#) ' ž# &ž
5gd[el 5ž/\$" #&fzFcS` efr[a` fa FcS` efrZA dW fVW 6VhWab_ W f, FZW5SeWaX
BwdfZl l WefVd 3gefcd[SzGdTS` Ba fluk S` V DWēVSDJZl/%' flf% bžS) ' žS+\$ž
: S]] SSdft 3ž ~ ? act[eeVkl <zž/\$" #&fi
4Wt Vd 6ž/\$" " \$fzFcS` efrZA dW fVW 6VhWab_ W f, ? ah[Y Xba_ DZWfaQU fa
DVS flkZDVrdVhVW Xba_ Zffb,!! i i ž dca] [YežWg!Wē!gdTS` !bgT flUSfja` e!
TWM WfaVžbVX
DW` W <zž/\$" " +fz8cb_ fcS` efrZSV\SUW f fa fcS` efrZA dW fVW VVhWab_ W fž
>aUS^7` h[cb_ W fl/#&f# bž# ž
4Wt Vd 6ž/\$" " \$fi
DW VVW <zž/\$" " +fi
Cg[` t 4ž/\$" " (fZFcS` efrZA dW fVW 6VhWab_ W f, >Wēa` e Xba_ 5S flad [Sž
4g[f 7` h[cb_ W fl/%\$fl% bž%#ž/\$ž
A Scjt 6ž E_ [fZl 4ž ~ FSb fl t <ž/\$" #fzDWe[VW flS^aUSfja` S` V fcS` efrZ
adqW fVW VVhWab_ W f[S` W dS[^Uad[VažFcS` ebadfSfja` DWēVSDJZ BSd
3t & t bž\$#ž%ž
: S]] SSdft 3ž ~ ? act[eeVkl <zž/\$" #&fi
A Scjt 6ž E_ [fZl 4ž ~ FSb fl t <ž/\$" #fi
: S]] SSdft 3ž ~ ? act[eeVkl <zž/\$" #&fi
5gd[el 5ž/\$" #&fi
5Sdfa` t ;ž/\$" ") fž: [efadVē aXFcS` efrZA dW fVW 6VhWab_ W f,
BwbbVWflhVē a` fZW6VhWab_ W faXfZWFA 6 5a` UWb fZDVS^7efSfWS` V
FcS` efr GdTS` S` V EaUS^? ahV_ W fel 5a` UWb f BcdfSYa` [efz;` efffgfWaX
GdTS` S` V DW[a` S^6VhWab_ W fZG` [hVē]fk aX5S flad [Sl 4Wd] VVWž
DVrdVhVW Xba_ Zffb,!! [gd/ZT Vd] VVWž/Wg!i b!\$" " +ž \$žbVX
A ffsi S 6S[k 5 fl] W /# +#fZFW7^WUrdU EfdWVUSdDS[fl Skž <g` W%` t #` +#ž
? [WVS FcS` ebadfSfja` ;` efffgfVž/\$" " #fz: [efack aXFcS` efrZA dW fVW
6VhWab_ W fž? [WVS FcS` ebadfSfja` ;` efffgfVžBYž#ž) ž DVrdVhVW
Xba_ Zffb,!! i i ž fcS` ei W žēgž/Wg!_ flbacfS flDWēVSDJZ!bgT flUSfja` e!
VaUg_ W felW h[e[a` [Y\$!_ f[\$" " #QVfVbQl Wē!fWFA 6Q. [efackB68
5Sdfa` t ;ž/\$" ") fi
5Sdfa` t ;ž/\$" ") fi
5Sdfa` t ;ž/\$" ") fi
5Sdfa` t ;ž/\$" ") fi A ffsi S 5 fl] W ž/#` * fž 3^Fcb^Vke fa hS` [eZ Xba_ U[fk [
` Vy f kVScž? Sk # t #` * ,#ž
4Wt Vd 6ž ~ 3gf Vd 9ž/\$" " \$fzFcS` efr A dW fVW 6VhWab_ W f, ? ah[Y
Xba_ DZWfaQU fa DVS flkZ FZW4caa] [Ye;` efffgfja` 5W fVda` GdTS` S` V
? Wfcbaba flS` Ba flukZDVrdVhVW Xba_ Zffb,!! i i ž dca] [YežWg!Wē!gdTS` !
bgT flUSfja` e!TWM WfaVžbVX
4Wt Vd 6ž ~ 3gf Vd 9ž/\$" " \$fi

4W Vd 6z ~ 3gfVd 9z /\$ " \$fi
5Sdfa` t ;z /\$ ") fi
5Sdfa` t ;z /\$ ") fi
5Sdfa` t ;z /\$ ") fi
5Sdfa` t ;z /\$ ") fi
4W Vd 6z ~ 3gfVd 9z /\$ " \$fi
4W Vd 6z ~ 3gfVd 9z /\$ " \$fi
4W Vd 6z ~ 3gfVd 9z /\$ " \$fi
4SdZa`a_ W t =z ~ 7i [Yf Dz/\$" #fz: Wwa` [U BqUW7 WUfe aXBWVefcS` Z
S` V FcS` eFfZA dW fW 6WVWab_ W fz<agd S^aXB`S` ` [Y >[fWVsfgdW Ha Z
\$(t @az# t b# Z&z
>[f_ S` t Fz/\$" #fzDS[^FcS` eFf;` 3_ VdUS, 3 5a_ bdVZW e[hW7hS`gSfja` aX
4W W-fezH[UfadS FcS` eFf Ba Uk ; eFfgfVzDWfVWVW Xa_ Zffb,!i i i zfbz
ad!d[TW zVX
4W Vd 6z ~ 3gfVd 9z /\$ " \$fi >[f_ S` t Fz/\$" #fz
7bb? ? z` Fgt 5z/\$" " " fzHS`g[Y fZW@W GdS` [e_ -FZW;_ bSuf aX
@W GdS` [e_ a` BqUW aXE[YVzBS_ [k: a_ VezGdS` >S` V ; eFfgfVz
E_ [fz t <z z ~ 9[Zd` Yf Fz/\$" " %fz8[S` U[Y FcS` eFf EkefW_ e FZdagYZ
HS`gW5SbfgdV 3` 3` ` afSfW 4[T faYdSbZkZ9W a` a_ k EaU[Vkz
4W Vd 6z ~ 3gfVd 9z /\$ " \$fi
4W Vd 6z ~ 3gfVd 9z /\$ " \$fi >[f_ S` t Fz/\$" #fz
>[f_ S` t Fz/\$" #fz
4W Vd 6z ~ 3gfVd 9z /\$ " \$fi >[f_ S` t Fz/\$" #fz
9SdV t <z/\$" ") fz;` ahSf[hW;` fVd_ aVS^Ea`gfa` e XadGdS` FcS` ebadSfja`
BSbWd3i SdV, CgS` f[k[Y FcS` eFfZA dW fW 6WVWab_ W fie 3T[1fk Fa
5ZS` YWFcdShW4VZSh[adZ;F7 <agd S^Ha Z) t @az## bZ&\$Z&(z
>g` Vt: z z 5WVWab t Dz ~ l [^ea` t Dz z/\$" " &fzFcShW5ZScdUfVd[eFfUe aX
FcS` eFfZA dW fW 6WVWab_ W f [5S^ad [Sz5S`fcS` e EfsfW [VWB`S` ` [Y
EfgV[VezDWfVWVW Xa_ , i i i zJegba_ a` SzWg!pd i [^ea` !faV!B[UfgdV!
FA 6\$zVX
>[f_ S` t Fz/\$" #fz
>[f_ S` t Fz/\$" #fz

Appendix D - Additional Precedent Case Studies

? Wcaba fe BWad [Y 3de FZWSfdW S` V YdS` fe fa dW ahSfW
 a`VWtG[V[Ye [fZWai ` fai ` ž Tn a a a _
 bS[V xadebWU[-US`k ge[Y [UdW W fS`bcbWfk fsj Vē YW WsFW
 Tk dWVW fe th[Y [fZWF;8 V[efdufz A`S a _ / a a`
 La`WUFW S` SVV[f[a` S`fsj a` bcbWfkVē aUSFW i [fz[fZWEe3
 b_ a ha a = _ b _ _ ha
 efdWfel eW Vēl S` V afZWibgT[U[XSefdUfgdWi Z[WeS`Vē fsj
 dWVW gWeZSd[Y i Se geW fa SffoSuF` SdrWeS`Vē fsj YW Wsfaē
 fa _ ahWfa fZWSdVŠz I a _ a _ ha / a _ ha
 a _ a b_ a _ a _ a _ ha
 eUZaa`V[efdufel fZWbSd[V[efduf S` V fZW`aUS`^T dskz fZVēW
 _ _ ha = _ ha a _ Vēi WāVgeW fa ZWb i [fz
 S` V SUWē [fZWSdVŠz 9W Ws`^g` Vēi WāVgeW fa ZWb i [fz
 _ _ ha a ab _ a a _ ha
 bcbWfk fsj Vē fZSf i WāVW WsFW Tk dWVWVab_ W fž



;_ SYW6ž Ž3d[Yfa` : WYZfel ;f[a[e
 EagdW5a_b`Wk ? S[Vt` žž

Lessons for the City of Ottawa

- ‡ FZ[e [e S` Wj S_ b`WaXS egUWēxg`^USeWefgVki Zaew
 W WUf[hW[fVYdSf[a` aXeWVWdS`^V[WdW fLa_ ba` W fe / žž
 ? WcS DS[† H[^SYW9 dWV† ? Wcaba fe BWad [Y 3de
 5W fdW WUfZShWW egdW S hSdWk aXgeVē fZSf] VVb
 fZWai ` fai ` S`hW Se S` # žžagd bgT [UebSUVž
- ‡ ;f [e S`ea S YdVsf Wj S_ b`WaXZai bgT [UžbdhSfW
 bSd` VēZ [bet [XVWVabW W WUf[hWk US` dVēgf
 [egTefS` f[S`^ [hWef_ W f [fa S` V dW[hfS`† Sf[a` aX
 g` VVgf[† W La_ _ g` [fVē agfe[VWaXfZWai ` fai `
 Ladž
- ‡ FZW5 [fk aXA ffsi S US` S`ea gf[† Wē [`SdXg` V[Y
 ha _ _ ha _ _ a a a _ ha
 ha _ ab _ b a _ _ a
 FdW_ T`Sk Efsf[a` ž



■ Connection to CTA ■ Connection to Amtrak

Metra System

- UP-N**
Metra/Union Pacific North Line
Chicago (OTC) to Kenosha
- UP-NW**
Metra/Union Pacific North-West Line
Chicago (OTC) to Harvard
- UP-W**
Metra/Union Pacific West Line
Chicago (OTC) to Elburn
- MD-N**
Metra/Midwest District North Line
Chicago (Union Station) to Fox Lake
- MD-W**
Metra/Midwest District West Line
Chicago (Union Station) to Big Timber
- NCS (weekdays only)**
Metra/North Central Service
Chicago (Union Station) to Antioch
- BNSF**
Metra/Burlington Northern Santa Fe
Chicago (Union Station) to Aurora
- SWS (weekdays only)**
Metra/SouthWest Service
Chicago (Union Station) to Manhattan
- HC (weekday rush hours only)**
Metra/Heritage Corridor
Chicago (Union Station) to Joliet
- RI**
Metra/Rock Island District
Chicago (LaSalle Street Station) to Joliet
- ME**
Metra Electric
Chicago (Millennium Station) to University Park



D.2 - Bethesda Row, Bethesda, Maryland

City Population	(% " " " "
Metro Population	* P " " P " " "
Primary Transit Mode	M _ , (R a G L)
Project Completed	2001
Developer	T h F a R a _ l , _ _ _ T _ _
Land Uses	G

FST W6 ʒ Ž=VK [Xd_ Sfa` Xd4WZVVS Dai

Project Overview

4WZVVS Dai † âUSfW ` V\$dfZWWYWaXVai ` fai ` 4WZVVS†
 ? Sck`S` V† [^gfcSfVè S` Wj S_ b^WaXfZWdWVWVab_ W faX
 SegTgdTS` Ua_ _ Wd[S^V[efqUf [fa S_ j WžgeWi S† ST W
 Vai ` fai ` † i Z[UZ [e eVhW Tk bgT †U fdS` e[fZFWbda WUf [e S`
 WjW_ b`Sck_ aVW^aXfZWTW W-fe aXbgT †UždqhSfWUa ^STacSfa` ž

Development Process

FZWbda WUf [e âUSfW a` S e[fW Z[UZ W Ua_ bSeeVè ' ž
 !”



D.3 - Collingwood Village, Vancouver, British Columbia

CMA Population	\$!%#%\$*
Primary Transit Mode	A_ a h a a_
Project Completed	\$" " (
Developer	C_ P_ _
Zoning	DW a` VW XadZ[YZ VW e[fk dV[VW f[S^
Land Use	R_ a ; C_ a ; l_ _ , a
Development Site	l a _ba , ,

FST W6& Ž=WK [Xad Sf[a` Xad5a^f Yi aaV H[SYW

Project Overview

5a^f Yi aaV H[SYW[e S` ##%ZWUFSdVZ[YZŽ/W e[fk] _ j VWŽgeW
 gdT[S` h[SYWUW fVW Scag` V <akUMZ5a^f Yi aaV E] k FdS[
 EfSf[a` žFZWVWab_ W f dVeg fVW Xa_ V[eUgee[a` e TWi VW
 h_ , , a h C_ , _ _ _ _ _ _ _ _ a a _
 SV/SUW f fa <akUME] kFds[EfSf[a` ž T h _ _ a , a
 , b Va _ La C_ , a , a a _ ka
 Tk 5a` UWF BcbWVWēZ FZ[e SdV[e eL_ [Sdfa fZWFdV_ T Sk
 TOD_ _ a h a _ , _ _ _ _ _ _ _ _ a
 bgbaeVē S` V S dS[^kSdVžFZWfafS^Uaf aXfZWVWab_ W fi Se
 Sbbcbj [SfMk " & \$ _ [fa` ž

FZWVWab_ W f ZSe S fafS^aX\$!) " " dV[VW f[S^eg[fVēZ FZ[e [e
 Ua_ baeVW aX #+## Ua` Va_ [[g_ g` [fe i [fZ[##Ua` Va_ [[g_
 Tg[V[Ye S` V) *%dW fS^g` [fe i [fZ[' dW fS^Tg[V[Yež` I
 SVV[f[a` fa dV[VW f[S^fZW5[fk S` V VVWabWd` Waf[SfW S
 _ b , h b , h , a _ _ _ ab_ h a ,
 gdT[S` h[SYWž fZSe (f' " " _ 3/aX` a` ž dV[VW f[S^ebSUM[UgV[Y
 S YcaUMk efadV S VdgY efadV S` VW_ W fSck eUZaa↑ S +%` _ 3/4
 Ua_ _ g` [fk UW fdW (' " _ 3/aXVSkUSdW e_ S^ZeUSWdV[S^S` V S
 ` WYZTagdZaaV ba↑U] Y UW fdVž



:_ SYW6ž Ž3W[S^bZafa aX5a^f Yi aaV H[SYW
 EagdUW 5a` UWF BcbWVWēZ "\$" "

Development Process

T h C_ , Va , _ , h a _ _ _ _ _ _ _ _
 fZW5a^f Yi aaV H[SYW[e fW ZW fZW7] ba >[Wi Se TW Y
 bS` ` Wž; fVWef a` k bV[S] W i ZW <akUMZ5a^f Yi aaV
 EfSf[a` i Se ~ S^k VVWabWVž` I _ , , a a ,
 fZW5[fk fa dV a` WfZWVWab_ W fe[fWS` V [bW_ W f
 , h a _ _ _ ab a _ _ _ a h h _
 VVWab_ W f Scag` V efSf[a` e S^a` Y fZW7] ba >[VZFWVWFA 6e
 a , _ , b h h _ _ _ b a _ _ h , _
 , _ a a _ _ , b _ a _ _ ,
 VW e[fVē YaaV Ua` ` WUf[a` e fa fdS` e[ff efd` Y bWVēfdS`
 Ua` ` WUf[hfk S` V dWgUW bSd] [Y dVcg[dV_ W fež°

EUSWfcdS` e[f[a` e S` V gdT[S` VVē[Y` [[fSf[hVē egUZ Se_ [Vž[eW
 baV[g_ ei dSbb] Y Z[YZZ[eWfai Wē fZSf SdVefVbVW TSU]
 , h _ _ h _ _ , h _ _ _ _ a _ _ h
 egdāg` V[Y ` WYZTagdZaaVžFZW_ S^dfk aXfZWVWab_ W fe

C	

‡ P _ , a _ _ a a _ ab_ h
 ‡ A , , a , G a La U Pa
 ba , , a , a
 ‡ C a , , a , a , _ba
 , a , , a , a , a , a
 [UgV[Y VVe[dW bgT [U [bcahW_ W fe[aUSfa` e Xad
 a a _ba _ a a _
 ‡ U , a , h _ _ a ,
 ge[Y bgT [U_ WWT Ye i [fZ 5[fk efS † U[f] W`et 5ag` fk
 5a_ _ [ee[a` W`et S` V VWWabW`e

FZW`SfW`SVV[f[a` aXZ[YZ VW e[fk dW[VW f[S`i [fZ S ad/ST`W
 Zage[Y S` V dWS[^ebSUMfa fZWWy [ef[Y Ua_ _ WU[S^S` V a UW
 ebSUMUa` fdTgfW fa fZWW[hW`[-USfa` aXgeW` [fZWSd`Sž
 4Wf WW #(" žS" "' †') bcaWUfe i W`WW`W`abW`W egd`ag` V[Y
 5agdf: ageWEfSf[a` ž⁸

3e 5agdf: ageWEfSf[a` abW WW [#+) † S`a` YžS` YWb`S` ZSe
 b
 Ud`SfW_ adMUa` ` WUf[a` e fa fZWI W`fWd W V aXfZWefSf[a` ž⁺
 ;` \$" #&† fZW3df Yfa` 5ag` fk 4aSd/ SbbcahW` S` \$" ž T[fa` † #
 kV`Sd5Sb[fS^;_ bcahW_ W f B`S` /5;Bfiad fZW-eUS^kV`Sd aX\$" # ž
 \$" \$&žFZW5;B [e S b`S` ` [Y VaUg_ W f fZSf agf† W` 3df Yfa` ie
 `a` YžS` YWUSb[fS^[hWef_ W fa T`WUf[hW`žFZ[e b`S` XaUgeW` a`
 Uag` fk bcaWUfe [[X`SefdgUfgdS^[bcahW_ W fe S` V ebWU[-US^k
 a` 5agdf: ageWEfSf[a` ž⁰ "##T[fa` aXfZ[e 5;B i [^Ya fai Sd/e
 [bcah[Y eSXWk SUUMee[T[†fk† S` V W U[W Uk XadUa_ _ gfW`e a`
 T[] W Xaaf USd S` V fdS` e[fz@W W fdS` UW` ZShWTWW b`S` ` W
 , C_ _ H_ _ S a , a , h , a , , ,
 SUUMee[T[†fkž

D.5 - Del Mar Transit Village,
Pasadena, California

VWg` Uf DWVhWab_ W f FSj ;` UdW_ W f 8g` VZ⁰

? adVdWVW fkl fZW5 [fk [b^W_ W fW S FdS U DWgUf[a`
a Ta_ , a_ l , F na _ _ a
fdS` ebadSf[a` [bdaW_ W fe fa SVVdVe` W fdS UYW WdSfW



;_ SYW6Z` ZFdS` e[f efab Sf 6W? SdFdS` e[f H[*SYW
EagdW? agW` Ba`kl a[VWt \$" #&

STahWTWai YdSVWefdgUfgdVZFZ[e fSuf[U i [^ZVb UdVsfW
a = - h a - a a
[fVdSuf[a` a` fZWe[fVz



;_ SYW6z+ Z6W e[fk [6W? SdFdS` e[f H[^SYW
EagdW? agW` Ba`kl a[VVt \$" #&

D.6 - Galatyn Park, Richardson,
Texas

D.7 - Holland Cross, Ottawa, Ontario

CMA Population	**%#t#
Primary Transit Mode	B_
Project Completed	\$" " "
Developer	M_
Land use	DV# [VW f[S^ _ j VWZLa_ _ VWJS^

FST W6Z Ž=VK [Xad Sfja` Xad: a^S` V 5dæe

Project Overview

: a^S` V 5dæe [e S _ j VW geWbda VWf` aUSfW Sf# (" EUaff EfdWV [A ffsi Sz:fUa` fS[e # t\$ " " ecgSdW_ VWVe aXYdag` V €aaddV[S^S` V gbbWZVWVa UMei S` V` VSDfk dV# [VW f[S^ fai Vbe i [fZ (%* g` [fež%FZW: a^S` V 5dæe a UMuLa_ bWV Ua` e[efe aXfi ał *žefadVK a UWTg[V[YežFZWdV[e S fZ[dVt` ai Ž deWa UWTg[V[Y Sf fZWeagfZWd SdV\$ aXfZWbcbWfkžFZW e[Y WefadVK bSd [Y YScSYWbcbh[VVe) (" hVZ[Ug`SdbSd [Y ebSUMež;` fVd_ e aXfd` ebadSfja` t: a^S` V 5dæe TadvVbe BSd [VSW3hW gW[e S` adfZžagfZ SdV\$^daSV i Z[UZ Ua`` WUfe fZWE[d<aZ` 3ž? SUVa` S`V BSd i Sk [fZW adZti [fZ: [YZi Sk &# S` V 5Sd [Y 3hW gW [fZWeagfZžE WWS^aUS^A 5 Fd` eba Tge dagVbe bcbh[VWVWgW f eVh[UWfa : a^S` V 5dæež

Development

H, a C, _ _ _ _ , b a , _ _ , h VWVWab_ W f aXFg` ` Wk`e BSefgdWfD` e[fi Sk efSfja` ž:f [e` aUSfW Sbbdj [SfV# \$' " _ Si Sk Xa_ Fg` ` Wkie BSefgdW Fd` e[fi Sk efSfja` t_ S] [Y [fi S] ST WxadW_ b`ak_ W f S` V dV[S^geV#ž;f [e TWVWVW fZSfi [fZagf fZ[e Tge: a^S` V 5dæe i agV` afZShWTWV Tg [fZ4WV WV #* + S` V #+ % Fg` ` Wkie Pa _ (_ H, a C, _) _ h , ' , ' , %t%_ [VZS` V Z[YZždeWg` [fež & A , , , a F b _ a 2014 La` [Y 4kžSi 3_ WV_ W f S` V E [FMB`S` 5a` fcb^3bb [USfja` bdbSdW Tk 8afW` Ua` eg`fS` feł fZWVWSdWb`S` e XadS` SVV[fja` fa fZW: a^S` V 5dæe a UWTg[V[Yž` T_ _ _ a fZWV [ef [Y e [Y WefadVK badfja` aXfZWLa_ bWV žFZ[e i agV

" T ba Sa_ TOD I a , Sa_

_ S] WgeWaXW [ef [Y [XSefgdUfgdW [U'gV [Y fZWbSd [Y YScSYW S` V dV[S^Ua` LagdeWSfZVdSVVž



:_ SYW6Z Ž: a^S` V 5dæe A ffsi Si A` fSda EagdWVfVSegk 4aSd/ aX5S` SVSt` ž/ž

Lessons for the City of Ottawa

‡ ? j VWžgeWa UWS` V dV[S^geV# VWVWabWV [U`aeW bcbj [[fk fa _ S'adfd` ebadSfja` ` aVW

D.8 - Lindbergh Station, Atlanta, Georgia

City Population	' &" t+ " "
Metro Population	' p " " p " " "
Primary Transit Mode	H a; a ;L h a ;B=
Developer	M=
Zoning	EbWU[S^bgT(U[fWUefI a` WUdWfW Xad L b h T a _ D _ _); C, a R _ _ a D _ _ _
Land Use	DW[VW f[S^DWS[^A UW: afW^
Cost	" ' " " _ [Ma` Xb_ bdhSfWeWUfad "# " _ [Ma` Xb_ MARTA _ _ a _ a _ a _ _ _ _

FST^W6ž+ Ž=VK [Xad_Sf[a` Xad>[VTWYZ Efsf[a`

Project Overview

;` #++)t b`S` ei VdWS` ` ag` UW fa VWWab S` Sd/VZeUSW` _ [j WŽ
geWbca`WUf fZSf i ag`V TWfZW`Sd`Wef d/W`W`W`ab_ W f b`S` [
fZWUJfkie Z[efackž(L, a a _ _ a _ a _ h, _ _ , ab, a _ _ ,
VWWab S eWUve aXfcs` ebadSf[a` S` V` S` V geWbca`WUfe S` V
_ _ a _ _ h a _ _ h _ _ a _ _ , h _ _ h a _ _ , _

a _ a ab
 ahWsdJZ[Y ? SefWdB'S ž ? 3DF3 i Se ST 'Wfa eWUgdWfZW" * #
 _ [fa` dVtg[dW fa ~ S' UWfZWxb` fZV V USb[FS^Uafe Tk e[b'k
 ge[Y S _ S'adfk hafW [fZ [fe 4aSdV aX6 [dWUfadbž" I _ a ab
 XadXWWS^Xg` V[Y fZSf UahWde Sdag` V *" aX[fe fafS^Uafež
 ; SVV[fa` fa fZ[el [f [e ST 'Wfa dWUW hWS \$" _ SfUZ Xa_ 'aUS^
 Xg` V[Yž#

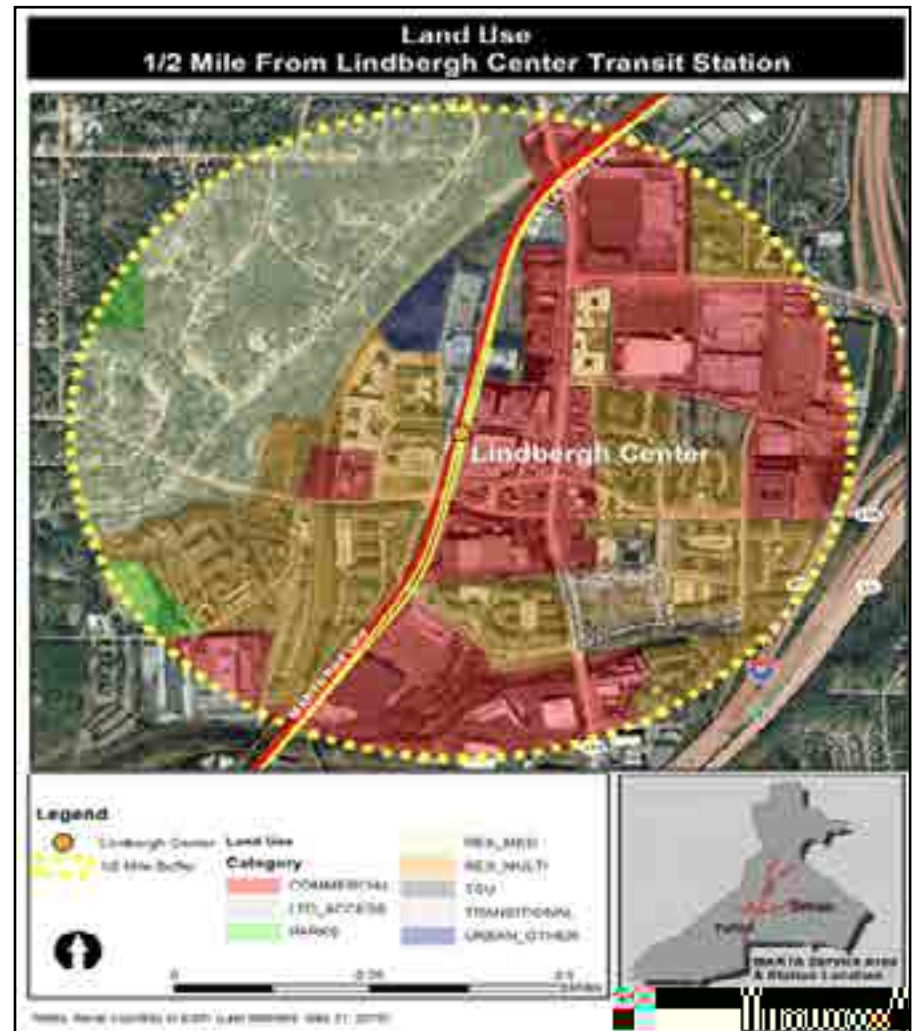


;_ SYW6#S Ž3WdS^bZafa aX>[VTWYZ Efsfa`
 EagdW 5aabWd5Sdkt` žž

Lessons for the City of Ottawa

† Ma _ _ a b a a a a a
 ad'S` [Sf[a` S^_ aVW'SVabfW Tk >[VTWYZ efsfa` †
 h h a , a _ _ a _ _ h b _ _ b
 S` V bd[hSfWefS] Wza VWež
 † ;f [[fSfW UZS` YW[Z[YZŽ/W e[fk S` V _ [j WVžgeW[i ZSf
 i Se Xad` Wk S` ai ŽW e[fk VVhWab` W f egdtag` VWW Tk
 _ S'adSdWdS^dSvi Ske S` V dWV Skež\$
 † T h a _ _ a _ , , h , a h
 , , a , _ a , _ TOD h , _ _ b a a
 _ g` [U[bS^ [hWef` W ft S` abf[a` fZSf` Sk TWSbbW\$ [Y
 fa fZW5 [fk aXA ffsi Sž

\$ T ba Sa, TOD I a, Sa



? Sb 6ž Ž>S` V geWb'S` Xad>[VTWYZ Efsfa`
 EagdW? 3DF3I` žž

D.9 - Metropole, Ottawa, Ontario

CMA Population	**%#t#
Primary Transit Mode	B_ a _ a_
Completion Date	2004
Developer	M
Land Use	G _ _ a

FST W6# Ž=Vκ [Xad_ Sfa` Xad? Wfaba W

Project Overview

E[UW[fe TW[` [Ye [#+* \$f fZWfcd` efi Sk ZSe [UdVSeW
 [e[Wfa e] dgfVe S` V %) efSf[a` et S` V [d[VWbz[bžFZW
 I VefTada FdS` e[f efSf[a` [e a` k a` Wefab Xa %

!

SV\SUW f Sd\ZSe YdSVgS^k TWW [fW e[*[Y† i Z[UZ _ SVWfZ[e
e[fWbVWUfz)

FZWbda\WUf [UgVWé # %Ua` Va_ [[g_ SbScf_ W fe [fZWfai W
dS` Y[Y [e[] WXa_ +" fa \$&" _^2/+)" fa \$(" " ecžXfIS` V (*
fai ` ZageVé aXSbbdj [Sfvk #' _^2/#*" " ecžXfMSUZž* M
g` [fe i WdWeaVi [fZ[S kvSdaXUa_bW[a` S` V fZWbda\WUf

D.10 - Orenco Station, Portland, Oregon

:_ SYW6z& Ž3fŽY dSVWeZabb[Y Sdağ` V A dW Ua EfSfja`
EagdJWG` [hWe]fk aXFVj Set \$" #

D.11 - Pleasant Hill-Contra Costa
Centre, Walnut Creek, C

Financial Strategy	Total Amount
FSj ; UdW W f 8[S' U[Y	" % _ [^fa`
R a E a l r _ _ _ T _ _	" (_ [^fa`
T a _ _ A)' _ aXYdg` V WSeWdWVW gW

FST W6#& Ž7ef[SWW UaeFe aXFA 6 [bW_ W fSf[a` XadB^WSeS` f: [^Z5a` fdS
C_ a C _



;_ SYW6# ŽB'SI S [B^WSeS` f: [^Z5a` fdS 5aefS 5W fdW
EagdW5@Gf \$" " +

Lessons for the City of Ottawa

- ‡ C_ b _ _ _ _ a _ a _ a _ _ _ b_
- ra _ _ _ _ a a b _ _ _ _ _ _ _ _
- fZWfdS` e[fZadW fW Ua _ _ g` [fkž
- ‡ E ab _ _ a _ a _ a _ _ _ a _ _
- fdS` e[fZadW fW VWWab_ W f Scdg` V FdW_ T`Sk EfSf[a` ž

D.13 - Port Credit Village, Mississauga, Ontario

City Population) #A&&%
CMA Population	' {&" " !" " "
Primary Transit Mode	C, _ a (GO T a); B= (M_ _ a_ a T a_)
Project Completed	\$" "'
Developer	FRAM B_ G, _ a S, _ Ca a a
Land Use	DV[VW f[S^?]j VW Ua_ _ WU[S^a UWS V dWS[fi
Development Site	S_b_ ba a , _

FST W6#(Ž=VK [Xad_ Sf[a` XadBadf 5dW[f

Project Overview

FZWBadf 5dW[f SdS US` TWUZScdUfWf VW Se S ZSh[Y
 S h[SYWzXWf;f [e S fhW ad] SdS VW` W Tk bgT U
 bSI Set dWfSgd` fel e_ S^eUS WdWS[^eZabel a UWebSUMež
 FZWVWab_ W f [e S -hW_ [gfWi S] fa 9A FdS` e[fi S
 _ S^adUa_ _ gfWdS[ž;f [e S^ea i W^eWth[UMW Tk FZW5[fk aX
 ? [ee[eeSgYSie bgT U f dS` e[ž

Badf 5dW[f H[SYW[e ^aUSfW a` fZWxad_ WdEfz>Si dW UW
 S a h a _ h h = , _ a a h a _ = a _
 , h a _ a _ a _ b_ , _ a h a _
 bdaVgUfežFZ[e geWUdSfW S V[eUa` WUf TWi WW fZWfai` ie
 dW[VW f[S^S V _ Sd] W SdSžFZWdWSdW_ S` k SebWUfe aXfZ[e
 e[fwfZSf _ S] W[f S` SffcdUf[hW^aUSf[a` XadS VWWab_ W fZFW
 a , b h h , , h , a _
 ^aUSf[a` ž% T h , a a a _ , h _ b a = ,
 _ a , a a _ h a h , h b_ - h ,
 aX? [ee[eeSgYSž4Wai [e S f_ Wf WXWfgd Y _ S^adWVW fe,

fZWe| WS' V VW e|fk aXfZWbcb VWfz: ai WwVl Xa ai [Y fZWA ? 4
 dg [Y dSfWbSkVb SeeaU|Sf|a' el fZW5 [fk S' V VwVWabWdi ad| VW
 faYVfZWdfZdgYZ fZWb'S' [Yf VVb|Y' S' V VwVWab_ W f efSYVb
 aXfZWbcb VWf fa W egdWfZW~ S^bcbVgUf i Se egUUVbXg^S' V
 SVVdVbVW fZWUa` Uvd e aXfZWUa__ g' [fkz

Financial Mechanisms

FZWdM VdW a Xg` Ve bcbh[VWV Tk fZW_ g' [U|bS^ bcf U|bS^
 adXWVbS^VWVb aXYahVd _ W fez3e VScfVdV[eUgeeWf fZW
 VwVWabWUa` fdTgfVW " # _ [fa` fai SdVe fZWVWVWab_ W faX
 S bgT [US^k SUUVb[T WbSc] S'a` Y fZWi SfWbcb` fz`



8YgdW6z Z? SefW|bS' XdBadf 5dW|f
 EagdW5? : 5t \$" ")

FZWfafS^VWwWab_ W f Uaef aXfZWbdaWUf Uaef Sbbdaj [Sfwk
" #(" ž _ [^fa` i Z[UZt [UgVWw, "\$" ž%_ [^fa` fa SUCg[dWfZW
bdabWfkt #)ž _ [^fa` Xade[fW_ bdaHW_ W fet +)ž _ [^fa` fZSf
UahWwW Ua` efdgUf[a` Uaefe S` V \$&ž+ _ [^fa` XadeaX Uaefež)
3UUad/[Y fa fZWG>; USeWefgVkt fZWS_ ag` f aXWtg[fk E`a]] Wd
a _ _ _ _ b_ a h h ha , a b a_
WVWw i WwWagTfg^STagf fZWegUWw e aXfZ[e bdaWUfž*
Th _ _ a _ a a b_ _ , h a ha h ,
Ua_bScST WbdaWUfe Tg[f [fZWegctag` V[Y Fada` fa SdWž`
8D3? S` V E`a]] WdgeW efs` VSd/ W V[Y faa` e XadfZ[e bdaWUfž
Th , b a a _ _ _ , a , h Ba , N , a
EUaf[S fZSf dWg[dW (' . [bdaS Wž+ 3 _ W I S` [W`aS` i Se
`af` WwWwž

8D3? S` V E`a]] Wde dSfWaXdWgd XadfZW-dcf bZSeWwUwWwWw
\$" ž⁰⁰ F, h _ b _ _ ha _ _ _ a 30% _
fa [UdWSeW [S` V hS`gWž⁰¹

Lessons for the City of Ottawa

‡ ? g` [U]bS^ba [U]W W UagdSYW fd` e[f adW fWž`
egbbad[hWwW e[f]W S` V S` V geW` Wsd9A EfSf[a` ež

‡ Th , , a C _ _ , h , _ _ _
_ b_3006004F0060642002F00010604 a a

D.14 - Rio Vista West Station, San Diego, California

City Population	#% (" " "

Financing Mechanisms

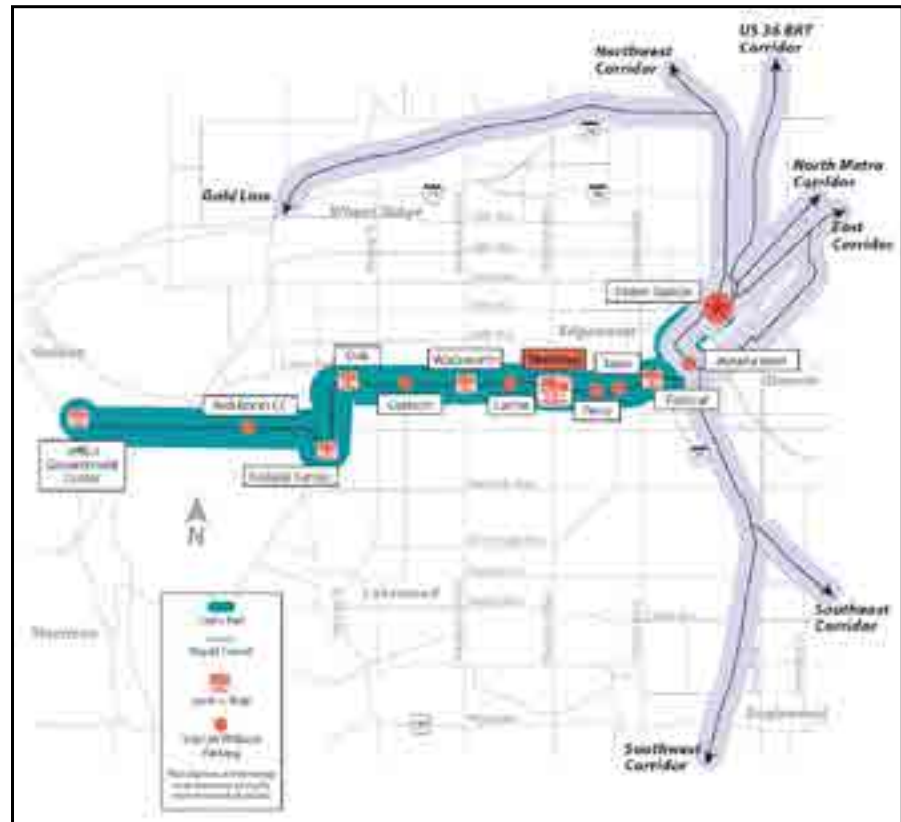
FZ[e bda VWf i Se W f[dMk Xg` VW Tk bqhSfW[hWef_ W fS` V
 S^Ua_ ba` W fe aXfZWbcb VWf i WdW_ Sd| WZVqhw ž⁰⁴ A
 dW[VW f[S^g` [fe SdW_ Sd| WZSfWS` V S^ [XbfcgUfgdWS` V efdWf
 VWWabW 5S? Sf BabbWfWž

D.15 - Sheridan Station Area Plan, Denver, Colorado

City Population	(# 1%&
Primary Transit Mode	

SVVdVee bdVWWh[Y S ad/ST WZage[Y ` WsdWj [ef[Y S` V
 XfgdVfS` e[f efabez¹³ T_h TOD F_ _ a a _ _ a
 a _ a a U ba La C_ a
 /G>5fi Si WUSb[fS[WV` a` Zoda-fSYW UkzFZWj V ZSe S
 _g f[ZVd[e] !dWgd efdUfgdW [fz fZW5 [fk aX6W hWdSUWb[f Y
 fZWYdVfVef [e] SXWdG>5ie Wcg [fk¹⁴ Ca a ka b
 [hVefWV [fZWj V i [fz S # žVsdUa__ [f_ W fZG>5 bSd Vde
 i [fz `a[f hW fgdMbSd Vde fa VWWab S ad/ST WZage[Y
 h _ _ _ h a a h
 VWWab_ W fZfZ[e fkb[US`k ZSbbW e fZdagYZ >ai ; Ua_ W
 : age[Y FSj 5dW [fe S` V!adfSj žWY_ bf Ta` Vež[#] T_h _
 i Se gf[WV fa bgdZSeW<aVk 3bSd_ W fe fZW_ [j WV ž Ua_ W
 Zage[Y bca WUf` WsdEZVdVS` Efsf[a` žG>5 _ S` SYWefZ[e Xg` V
 fa SUCg[dW`S` V` WsdVefSf[a` e [ad/Vdifa bcah[VWS ad/ST W
 Zage[Yž

;` \$` #& fZW5 [fk aX6W hWdSVabfWV fZWFA 6 EfdSfWV [U B`S`
 fa SVVdVee VWWab_ W f Sdag` V fSd` e[f efSf[a` ež fZWB`S`
 a a _ _ S_h a Sa _ _ a
 [bcahWV bgT [U e[VW S] e Se S USfS`kf[U bgT [U bca WUf[#] T_h
 5 [fk Vef_ S fVefZ Sf fZ[e bca WUf i [^Uaef TWf WV " #ž` \$ž _ [^fa`
 fa Ua_ b WWS` V ZSe egT_ [ffWV fZ[e bca WUf XadXg` V[Y Xa_
 fZW? Wdaba [fS` B`S` [Y AdS` [Sf[a` /? BA fS` V fZW6W hWd
 R _ a C_ _ G_ _ (DRCOG) _ Ta_ a
 ;_ bcahW_ W f BcaYdS_ 8g` V[Yž¹⁷ 3VV [fa` S`kt fZW\$` ? [gfW
 N h b_ _ h_ S a h a b _ b h DRCOG a
 SVVdVee [b W_ W fSf[a` bca WUf e S` V efdSfWV [V fa UaVfWfZW
 Tg[V[Y T`aU] e XadS` \$` ž [gfW WYZTagdZaaVi egdbg` V[Y
 EZVdVS` Efsf[a` ž¹⁸ FZ[e \$` ž [gfW WYZTagdZaaV eWV e
 a h _ _ a h _ a a a a
 [e S`i [fz [S` \$` ž [gfW S] ž fZ[e b`S` [e S`a[f [[fSf[hW Xa_
 h C_ La _ a h C_ D _ a h Sa _ _
 a` fZWTadVdaXfZVeWfi a 5 [fVez[#]



? Sb 6ž+ žEfsf[a` _ Sb XadEZVdVS` Efsf[a`
 EagdWZ5 [fk aX6W hWd \$` " (

Conclusion

3 fZagYZ fZWbca WUf ZSe kWf fa TWXg`k [b W_ W fWf fZW
 a _ _ a _ a C_ a
 egdbg` V[Y FA 6 Tk UdVsf[Y fSd` e[f Wj bS` e[a` b`S` e i [fz
 hSdage bgT [US` V bdhSfWbSd Vdež fZ[e SdVb`S` i [^fS] W
 _ adWf_ Wfa dVf[WTWUSgeWfZWb`S` i Se a` k [b W_ W fWV
 e[kVsdS`Yat S` V fZWUadVeba` V[Y ~ S` U[S`Xg` V[Y [
 \$` #ž fZWEZVdVS` Efsf[a` 3dVb`S` bcah[VWef S` Wj S_ b`W
 aXS efdSfWV [U fSd` e[f adW fWV [efqUf b`S` fZSf geVef S_ [j aX
 S` V geVef VeeW f[S`eVh[Uaet Zage[Y abf[a` et Ua_ _ g` [fk
 bSd[U]bSf[a` f S` V Ua` fWj feW e[f hWVWefY` fa [Xad_ SebWU[-U
 b`S` XadfZWSdVsz<aVk 3bSd_ W fe i [fz (\$` _ g f) S_ [k g` [fe S` V
 ` W l a` [Y ZShWTVWV fZW-def Wj S_ b`Wef aXZai fZWb`S` ZSe

[€gW UWW fZ[e Ydai [Y FA 6ž

Lessons for the City of Ottawa

- ‡ T_h a _ _ _ , a , T b a S a ,
 b a _ _ _ , h _ _ a , ,
 YdWV T W f F d V _ T / S k E f S f a ` [e ^ a U S A W h W k U ^ e W
 fa S ^ S d r W d W d S f a ` S ^ Y d W V e b S U W i Z [U Z U a g ^ V T W
 _ _ _ a , h T b a _ _ _ h _ ,
 U a ` ` W U f a ` e i W d W _ S V W f a f Z W f d S ` e f e f S f a ` ž
- ‡ F Z W - d e f V W W a b _ W f a X (\$ d W e [W W f S ^ g ` [r e [e S `
 W y S _ b W a X Z a i _ S ` k S Y W U [W e U S ` i a d] f a Y W Z W d f a
 S U c g [d W S ` V W W W a b S e [f W [S i S k f Z S f e g b b a d e f d S ` e [f z
 T_h _ _ , a , a h a b = _ _ , h C _ ,
 O a a _ _ , h _ , _ h _ _ a _ _ h a h C _
 U g d W f k X S U W e ž



8[YgdW6ž ŽEZWQVS` EfSf[a` 3dW\$ B'S`
 EagdW 5 [fk aX6W hW\$ "\$ " +

D.16 - The Crossings, Mountain View, California

City Population)&" ((
Primary Transit Mode	C, — Ra a Sa Ma, Ta_ _ B= _
Developer	TPG D , , _
Completion Date	#+++
Land Use	G R , , _a U ba I

Project Overview

FZW5dæe[Yel 'aUSfW [fZWU[fk aX? ag` fS[H[W t' "] [a_ Wdæ eagfZ aXES` 8dS` U[eUat fcd` eXad_ VW SXS[↑ Y #+ (" e SgfažadW fW _ S^ [fa S h[TdS` f` WYZTadZaaV fZSfa` Wte S hSdWk aXfdS` ebadSf[a` UZa[UMæž²⁰ FZW) ZWUfSdW[~^bdaWUfi VVhWabW Tk FB9 6VhWab_ W fi VW_ a [eZWW fZWadY[S^ eZabb[Y _ S^S` V dWb\SUW [fi [fZ Za_ Wt dWS[^eZabel S` V S VSkUSdMUW fdW S^adW fW fai Sd/ fZW W ES` 3` fa` [a 3hW gW5S'fdS[Ua_ _ gfWcdS[^efSf[a` ž²¹

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121 , / C00 1 T 12 0 0 46046030001004D0060026060001004F005004700600

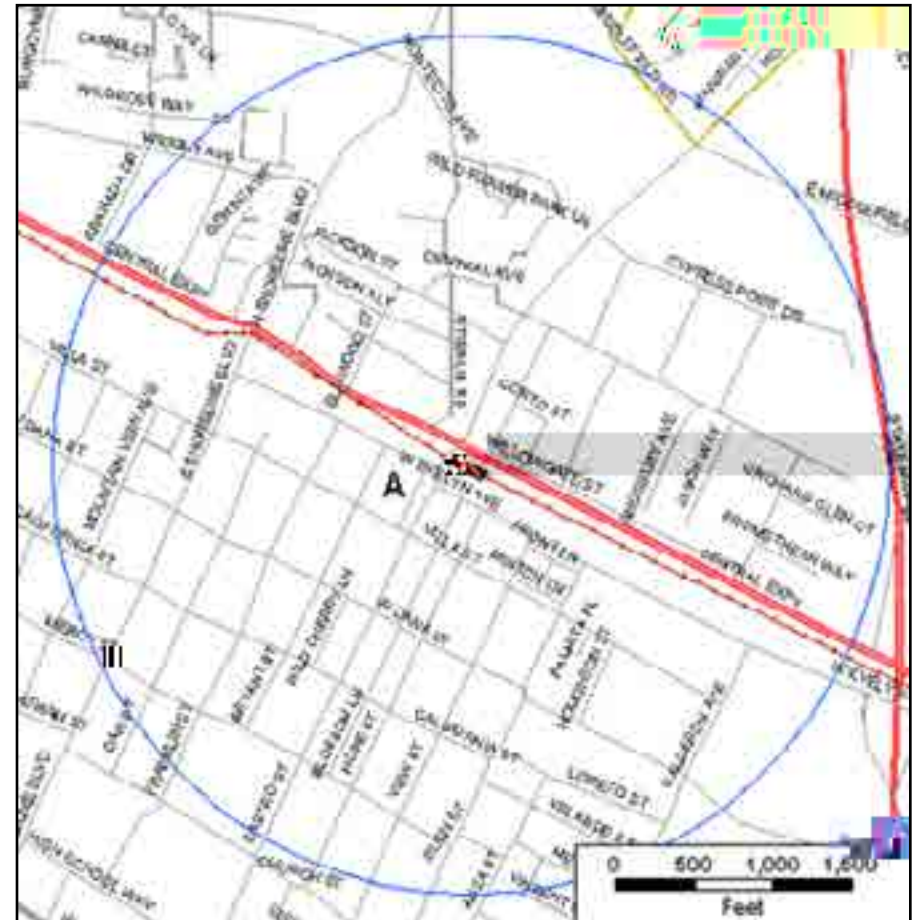
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Lessons for the City of Ottawa

- ‡ FZW5dæe[Ye [e S` vj UMW f vj S_ b WaX? ag` fS[H[W ie fS` e[fz adW fW VVWw ab_ W f b S` et Se [f` af a` k bcah[VVé S hSd[Vk aXdVé[VW f[S^S` V dWS[↑S` V _ Wf bSd[[Y dVcg[dV_ W fet Tgf [f Ua` ` VUfe` VŠdTk Ua__ g` [f[Vé fZdagYZ bVWwéfdS` [e_ S` V bgT [U fS` e[fz
- ‡ ;` \$" " \$! fZW3_ W[US` B S` ` [Y 3eeaU[Sf[a` YShWfZW _ k O_ a Pa A a , l a , Xad[fe fS` e[fz adW fW VVWw ab_ W f bcaYdS_ fZSf bcaVgUW Ua__ g` [f[Vé [] WfZW5dæe[Yež
- ‡ 6Wéb[fWfZ[el SXVdS VVUSVWž` Y W ad fa _ S] WfZWES` ? SfVá SdVŠ _ adVfS` e[f adW fWf fZWfS[eVh[UW [^ eaa` TWdWgUW Sf fZ[e efSf[a` žBVŠ] ŽZagdZVŠVi Sket i Z[UZ i Se VVWk # _ [gfVet i [^ eaa` TWSTagf fi [UW fZSf `a` Yž



;_ SYW6ž#žFZW5dæe[Yel ? ag` fS[H[W † 5S[ad [S EagdW 7B3† ` žž



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EagdW 7B3!` ž/ž

Financial Mechanisms

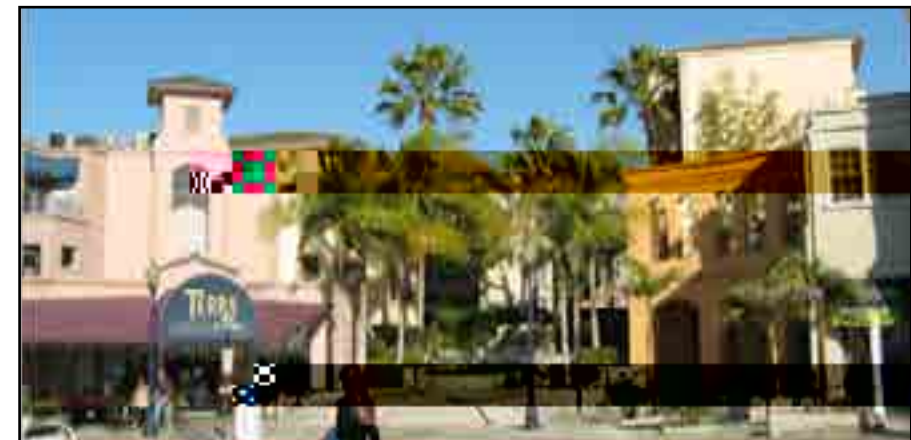
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_ [^fa` Va^Scž FZWU[fk egTeWtgW fK [eegW S dWtgWef &ad
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Lessons for Ottawa

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Se Yg[VW dW Sd/[Y Zai bae[fhWdWf[a` eZ[be TWi WV
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EagdW 7B3!` ž/ž

D.18 - Village de la Gare, Mont-Saint-Hilaire, Québec

Population	# " I\$ " "
Primary Transit Mode	C, _ a ; R , a b _ _ /
Project Completed	\$ " " \$Z\$ " # \$
Developer	9 d a g b W 5 a a] W 4 a _ T S d / [W d > W e S Y W ; ` U z / 9 d a g b W C B L)
Land Use	R _ _ a ; C , _ a ; R _ a , a ; l _ _ _ , a
Development Site	l _ a _ b a

FST W6Z#Z=VK [Xad Sf[a` XadH[*SYWWWS 9SdV

Project Overview

FZW) %ZWfSdMbd VWf [e Ua` e[VWdW fa TWfZW-def _ SefVd
 b`S` VW fcd` e[f adW fW VWWab_ W f [CgVTWUzFZWe[fWi Se
 adY [S`k S egYSddW` Wk ai ` W Tk S >S` f[U EgYSd>fVz;fi Se
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 e W h [U W f a ? a ` f d V S ^ i Se [f d V g U W [\$ " " \$ z F Z [e b d W U f [e f Z W
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bS` f[Y /` % " |" " " f% T h_ _ _ _ a b _ _ _ _
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BgT U bSd[U]bSf[a` i Se S`ea S h[fS^SebWUf aXfZ[e bda WUfz

D.19 - Warwick Station, Warwick, Rhode Island

City Population	* #+) #
State Population (Rhode Island)	#Z ' \$ _ [^fa`
Primary Transit Mode	5a_ _ gfWldS[† FzZ9dWV 3[cbad† 4ge† 5Sd R a
Project Completed	P a a , 2011
Developer	M_ _
Zoning	? [j VWžgeW
Land Uses	? [j VWžgeWUa_ _ WU[S^ DWē[VW f[S^A UW l _ _ a; l _ _ , a

Project Overview

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;eS` V† [e UgddW f`k g` VVYa[Y dWVWVab_ W f fa UdVfWS
bVWVef[S` žadW fW† _ [j VWžgeWS` V Ua_ bSUF` WYZTagdZaaVž
;f [e UgddW f`k egdbag` VVW Tk [Vgefd[S^S` V _ S` gXSUfgd[Y geVēž
I ZSf_ S] Vē fZ[e FA 6 g` [cgW[e fZWeVŠ_ Vēe [fVYdf[a` aX
_ _ a a b_ _ _ _ P, ' _ a
S[cbadž;f [UgVVe fZWUdVf[a` aXahVd#%+!% & ecgSdV_ VdVē
aXa UW ZafV† dVē[VW f[S† S` V dVfS[^a` %* ZWUfSdVē aX`S` V [f
fZWZVŠdf aXfZWU[fk S^a` Y <W Vēa` 4ag VhSdVž³⁸ I_ , a
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fZW ea+ "

Financing Mechanisms

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_ WUZS` [e_ez⁴⁰ FZW_ S'ad[fk aXfZWxg` V[Y i [^Ua_ Wxcb_
8: I 3 /8WWS^: [YZi Sk 3V_ [[efcSf[a` fiS` V S F;8;3 `aS`
/Fd` ebadSf[a` ; XSeftgUfgdW8[S` UWS` V ;` `ahSf[a` 3Uffii
i Z[UZ i [^UahWd&" . S` V #+ . aXfZWfafS^Uaefe dWbWUf[hWkz¹⁴¹
3VV[f[a` S^xg` V[Y i [^Ua_ Wxcb_ dWw gWta` Ve/#(. fii EfSfW
YdS` fe/# . fii S` V 5gefa_ Wd8SU[ffk 5ZSd/We/# . fz⁴² C_ ,
Fa _ Cka _ a ka _ ka _ a a , a _
UgdW f'k aUggbk[Y fZW3[cbad' bSd] [Y YScSYW S' V fa 'SfWd
aUggbk fZW W k WdWUfWf _ g f[ZbgcbaeWbSd] [Y YScSYWfi
UZSd/WbWd'fdS` eSUf[a` fZSf [fZ[e USeW i WdWgeWw fa ZWb bSk
a fZWUaefe aXfZWbcbWUfz⁴³

Lessons for the City of Ottawa:

‡ 3fZagYZ I Sd [U] EfSf[a` ie dWwWwWab_ W f [e ef[^
a` Ya[Yf [f bcbh[VWw S` WjUwWw f Wj S_ b^WaXZai hSdWw

8[YgdW6##Z5a` UWbfgS^VWw[Y` e XadI Sd [U] EfSf[a`
EagdW5[fk aXl Sd [U] f \$" #&

Chapter Notes

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;eS` V ; VVY↑ #ž/\$ž
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faV!bVX: S` VTaa] žbVX
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I VShWd Eā ~ 4SZ↑6ž/\$" #fzI
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Xa_ Zffb,!!i i i žSZžJa_ !VWbScf_ W fe!bS` ` [YQcS` VQJa__g` [fkQ
VVWVab_ W f!f]XSebj
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DWla` ` Wf[Y 3_ Vd[USz/ ž/fiEagfZ ES` 8d` UjeUa YW Ws`b`S` TWef
bdSur[UWžDWfVhWV Xba_ Zffb,!!i i i ždWla` ` Wf[YS_ Vd[USzad!SeeWfe!
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Zffb,!!a` ↑ WbgTeždžad!a` ↑ WbgTelFUb!fUcbQcbfO#` \$žbVX
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G: [hVbe[fk aXFWy Set/\$` #šXž
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DWfVhWV Xba_ Zffbe,!!i i i žW hWdYahžad! faV!EfSfja` 3dMSel
EZWd[VS` EfSfja` !fST[V!%+` \$! \$!6VWSg fžSebj
6W hWd 5 [fk aX/\$` #&Tfi
6W hWd 5 [fk aX/\$` " +žEZWd[VS` efSfja` SdMS b`S` , 5a__g` [fk b`S` ` [Y
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Appendix E - Public Development Proposal Pro Forma

E.1 - Public Development Proposal Pro Forma Assumptions

Underlying Assumptions				
Development Characteristics				
Site Area (sq ft):	226,042	21,000sq. m.	5.19 acres	164 linear metres
Floor Area Ratio:	2.45	FAR		
Maximum Gross Building Area (sq ft.)	553,803	51,450sq. m.	36,920 sq. ft. per foot @ 15 foors	
Building Efficiency	85.0%			
Useable Area (sq ft.)	470,732	31382sq. ft. per foot including 85% efficiency		
% Office Space (including fitness centre) (sq ft.)	100.0%	470,732		
Rentable Area (sq ft.)		470,732		
Baseball Stadium Parking Replacement		700stalls	Assumption: Replaces current surface parking	
Office Parking Rqmt, one space per unit	0.75	400stalls	Assumption: As per Ottawa Zoning Bylaw Section 101 (0.75 per 100 m sq.)	
Total Parking Determined		750 stalls	Assumption: There will be shared parking between the office building and the stadium	

Value Assumptions: Parking				
	Number of units	Rate Per Space	Annual Total	
Parking Type				
Office Monthly	400	100	\$480,000	Assumption: Interview with Souchen, R. (2014). Rate of \$100/month.
Event	750	20	\$1,050,000	Assumption: 70 game season at \$20/game. City of Ottawa (2014) Lease Summary.
Total			\$1,530,000	
Vacancy (%)	0.00%			Assumption: A vacancy rate is not included because parking numbers are already low.
Operating Expenses, % NOI	25.00%			Assumption: Interview with City of Ottawa (2014c).
Capitalization Rate (%)	7.00%			Assumption: Interview with City of Ottawa (2014b).
Value Assumptions: Office				
Rentable Area, Office			470,732sq.ft.	
Office Rental Rate			\$32.50	Assumption: Colliers International (2014). Ottawa Q2 Office Report.
Vacancy, Office			5.00%	Assumption: Colliers International (2014). Ottawa Q2 Office Report for Class A Office.
Operating Expenses, as % NOI (for office)			25.00%	Assumption: Interview with City of Ottawa (2014c).
Marketing Cost, %			5.00%	Assumption: Interview with City of Ottawa (2014c).
Capitalization Rate			6.50%	Assumption: Colliers International (2014). Q1 Canada Cap Rate Report.

Construction Cost Assumptions			
Servicing Connections (roads etc)	\$1,350.00	linear m.	\$221,400.00 Assumption: Interview with City of Ottawa (2014b).
Shallow Utilities	\$425.00	linear m.	\$69,700.00 Assumption: Interview with City of Ottawa (2014b).
Offsite services (% of roads and services)	15%		\$33,210.00 Assumption: Interview with Andrew, J. (2014).
Sub-Total Hard Costs			\$324,310.00
Engineering Design/Constuction	15% of HC	15.0%	\$48,646.50 Assumption: Interview with City of Ottawa (2014b).
Additional Soft Costs	25% of HC	25.0%	\$81,077.50 Assumption: Interview with City of Ottawa (2014b).
Legal Survey	\$25,000.00		\$25,000.00 Assumption: Interview with City of Ottawa (2014b).
Sub-Total Hard & Soft Costs			\$479,034.00
Contingency	10%	10.0%	\$47,903.40 Assumption: Interview with City of Ottawa (2014b).
Development Charges	\$10,826,846.70		\$10,826,846.70 Assumption: City of Ottawa (2014) Development Charge Rates of \$19.55/per sq. ft.
Total			\$11,353,784.10
General Construction Cost Assumptions			
Off Site Costs			\$33,210.00
On Site Costs (demolition, site prep, preload, services, landscaping)			\$69,700.00 Assumption: Total from: landscaping, clearing/grading, and shallow utilities
Servicing connections			\$221,400.00 Assumption: Calculated using servicing connections
Office Cost/sq.ft.			\$144.53 Assumption: Quote from RS Means (2014) online construction cost generator.
Parking Cost/Stall			\$22,400.00 Assumption: Fehr & Peers avg stall (320 sq. ft), Altus Construction \$22,400/spot.
Office, TI/sq.ft.(Tenant Improvement)			\$32.50
Planning Time (months)		months	12
Construction Time (months)		months	18

Financing Assumptions	
Construction Financing Assumptions	
Constuction Loan, Loan to Cost Ratio (%)	100.00% Assumption: Interview with City of Ottawa (2014b).
Construction Loan, City Bond Rate (%)	6.50% Assumption: Interview with City of Ottawa (2014b) 5% +1.5% for risk.
Financing Structure	
Stated Annual Interest Rate (%)	6.50
Amortization Period (years)	25
Mortgage Constant	14.03%

Value on Completion		
Parking		
Gross Income Potential		\$1,530,000
Less: Operating Expenses		(382,500)
Net Rental Income		<u>\$1,147,500</u>
Estimated Value		
Capitalization Rate (%)		7.0% Assumption: Interview with City of Ottawa (2014b).
Indicated Value on Completion		\$16,392,857
Office		
Gross Income Potential		\$15,298,805
Less: Vacancy		(764,940)
Less: Operating Expenses		(3,633,466)
Net Operating Income		<u>\$10,900,399</u>
Estimated Value		
Capitalization Rate (%)		6.5% Assumption: Colliers International (2014). Ottawa Q2 Office Report.
Indicated Value on Completion		\$167,698,441
Total Value on Completion		
		\$184,091,298
Less: Marketing costs	5.0%	(9,204,565)
Equals Net Sales Proceeds		<u>\$174,886,733</u>

Project Cost

Land

Appraised Value
Total Land Value

Area sq.ft. **Cost/sq.ft.**

226,042

\$25.00

\$5,650,000

\$5,650,000

Assumption: City of Ottawa (2014) assessed value of the 300 Coventry Road site.

Construction + Development Costs

Construction Costs

Offsite Costs
On Site Costs
Servicing connections
Building

Parking
Tenant Improvements

\$33,210

\$69,700

\$221,400

\$80,041,133

\$16,800,000 per stall.

\$15,298,805

\$112,464,248

Assumption: Calculated based on the total required # of stalls x the amount

Sub-total

Key Short Term Indicators**Profit on a Hypothetical Sale at Completion of Development**

Value on completion and sale	\$174,886,733
Less Project Costs	\$151,826,735
Equals Profit - \$'s	\$23,059,998
Profit - %	15.19%

NOI/Project Cost

NOI	\$12,047,899
Project Cost	\$151,826,735
NOI/Cost (%)	7.94%

Cash on Cash, Investor Holds

Project Cost	\$151,826,735
Take Out Financing	<u>\$151,826,735</u>
Equity (Land Value)	5,650,000
Net income	\$12,047,899
Less mortgage payments	<u>\$12,334,773</u>
Cash fow	\$(286,874)

Cash fow/equity (%)	-5.08%
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E.2 - Public Development Proposal Pro Forma Discounted Cash Flow

Discounted Cash Flow Analysis																	
Revenues																	
Annual % Escalation re: Gross Revenue	% Annual Escalation	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Gross Income	2.00%	16,828,805	17,165,381	17,508,689	17,858,863	18,216,040	18,580,361	18,951,968	19,331,007	19,717,627	20,111,980	20,514,220	20,924,504	21,342,994	21,769,854	22,205,251	
Less: Vacancy	2.00%	(764,940)	(780,239)	(795,844)	(811,761)	(827,996)	(844,556)	(861,447)	(878,676)	(896,249)	(914,174)	(932,458)	(951,107)	(970,129)	(989,532)	(1,009,322)	
Less: Operating Expenses	2.00%	(4,015,966)	(4,096,286)	(4,178,211)	(4,261,775)	(4,347,011)	(4,433,951)	(4,522,630)	(4,613,083)	(4,705,344)	(4,799,451)	(4,895,440)	(4,993,349)	(5,093,216)	(5,195,081)	(5,298,982)	
Net Operating Income		12,047,899	12,288,857	12,534,634	12,785,326	13,041,033	13,301,854	13,567,891	13,839,248	14,116,033	14,398,354	14,686,321	14,980,048	15,279,649	15,585,242	15,896,946	
CCA Building		6,073,069	5,830,147	5,596,941	5,373,063	5,158,141	4,951,815	4,753,742	4,563,593	4,381,049	4,205,807	4,037,575	3,876,072	3,721,029	3,572,188	3,429,300	
CCA Fixtures		899,714	863,725	829,176	796,009	764,169	733,602	704,258	676,088	649,044	623,083	598,159	574,233	551,264	529,213	508,044	
Interest		9,827,963	9,660,077	9,480,948	9,289,822	9,085,896	8,868,313	8,636,157	8,388,454	8,124,162	7,842,169	7,541,291	7,220,263	6,877,735	6,512,267	6,122,323	
Taxable Income		0	0	0	0	0	0	0	211,114	961,778	1,727,295	2,509,296	3,309,480	4,129,621	4,971,574	5,837,279	
x Tax Rate (15% Federal +11.5% Provincial)		0.265	0.265	0.265	0.265	0.265	0.265	0.265	0.265	0.265	0.265	0.265	0.265	0.265	0.265	0.265	
Income Tax Payable		0	0	0	0	0	0	0	55,945	254,871	457,733	664,963	877,012	1,094,350	1,317,467	1,546,879	
NET OPERATING INCOME		12,047,899	12,288,857	12,534,634	12,785,326	13,041,033	13,301,854	13,567,891	13,839,248	14,116,033	14,398,354	14,686,321	14,980,048	15,279,649	15,585,242	15,896,946	
Debt Payments		12,334,773	12,334,773	12,334,773	12,334,773	12,334,773	12,334,773	12,334,773	12,334,773	12,334,773	12,334,773	12,334,773	12,334,773	12,334,773	12,334,773	12,334,773	
Before Tax Cash Flow		(286,874)	(45,916)	199,861	450,554	706,260	967,081	1,233,118	1,504,476	1,781,261	2,063,581	2,351,548	2,645,275	2,944,876	3,250,469	3,562,173	
Income Tax Payable		0	0	0	0	0	0	0	55,945	254,871	457,733	664,963	877,012	1,094,350	1,317,467	1,546,879	
After Tax Cash Flow		(286,874)	(45,916)	199,861	450,554	706,260	967,081	1,233,118	1,448,530	1,526,389	1,605,848	1,686,585	1,768,263	1,850,526	1,933,002	2,015,295	
TOTAL RETURN		(286,874)	(45,916)	199,861	450,554	706,260	967,081	1,233,118	1,448,530	1,526,389	1,605,848	1,686,585	1,768,263	1,850,526	1,933,002	2,015,295	
BUILDING																	
Undepreciated Balance: Start		\$151,826,735	145,753,666	139,923,519	134,326,578	128,953,515	123,795,375	118,843,560	114,089,817	109,526,225	105,145,176	100,939,369	96,901,794	93,025,722	89,304,693	85,732,505	
x CCA Rate	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	
Maximum CCA		\$6,073,069.41	5,830,147	5,596,941	5,373,063	5,158,141	4,951,815	4,753,742	4,563,593	4,381,049	4,205,807	4,037,575	3,876,072	3,721,029	3,572,188	3,429,300	
CCA Taken		\$6,073,069.41	5,830,147	5,596,941	5,373,063	5,158,141	4,951,815	4,753,742	4,563,593	4,381,049	4,205,807	4,037,575	3,876,072	3,721,029	3,572,188	3,429,300	
Closing Balance		\$145,753,666	139,923,519	134,326,578	128,953,515	123,795,375	118,843,560	114,089,817	109,526,225	105,145,176	100,939,369	96,901,794	93,025,722	89,304,693	85,732,505	82,303,205	
FIXTURES																	
Undepreciated Balance: Start		\$22,492,850	\$21,593,136	\$20,729,410	\$19,900,234	\$19,104,224	\$18,340,055	\$17,606,453	\$16,902,195	\$16,226,107	\$15,577,063	\$14,953,981	\$14,355,821	\$13,781,588	\$13,230,325	\$12,701,112	
x CCA Rate	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	
Maximum CCA		\$899,714	\$863,725	\$829,176	\$796,009	\$764,169	\$733,602	\$704,258	\$676,088	\$649,044	\$623,083	\$598,159	\$574,233	\$551,264	\$529,213	\$508,044	
CCA Taken		\$899,714	\$863,725	\$829,176	\$796,009	\$764,169	\$733,602	\$704,258	\$676,088	\$649,044	\$623,083	\$598,159	\$574,233	\$551,264	\$529,213	\$508,044	
Closing Balance		\$21,593,136	\$20,729,410	\$19,900,234	\$19,104,224	\$18,340,055	\$17,606,453	\$16,902,195	\$16,226,107	\$15,577,063	\$14,953,981	\$14,355,821	\$13,781,588	\$13,230,325	\$12,701,112	\$12,205,251	

Sale Calculation

Sale Price: End of Year 25	7.50%	258,377,186
Based on Year 25 NOI		
Less: Commission	4%	10,335,087.44

E.3 - Public Development Proposal Pro Forma Financing

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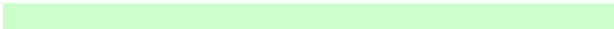
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Project Cost		
Land	Area sq.ft.	Cost/sq.ft.
Purchase Price	226,042	\$25.00
Property Transfer Tax		\$5,650,000
Other Closing Costs at 4%		\$109,475
Total Land Value		\$5,985,475
<p>Assumption: City of Ottawa (2014) assessed value of the 300 Coventry Road site. Assumption: Ottawa Real Estate Board Land Transfer Calculator. Assumption: Includes environmental assessment, conveyance, legal, property tax, etc</p>		
Construction + Development Costs		
Construction Costs		
Offsite Costs		\$33,210
On Site Costs		\$69,700
Servicing Connections		\$221,400
Building		\$80,041,133
Parking		\$16,800,000
Tenant Improvements		\$15,416,488
Sub-total		\$112,581,931
Contingency (% Project Costs)	10.0%	\$11,258,193
Total Construction Cost		\$123,840,125
Development Costs		
Total Soft Costs (25% of total construction costs less contingency)	25.0%	\$25,330,935
Total Project Costs		\$155,156,534
Less Equity	25%	\$38,789,133.51
Total Project Costs For Financing		\$116,367,401

Key Short Term Indicators	
Profit on a Hypothetical Sale at Completion of Development	
Value on completion and sale	\$192,528,222
Less Project Costs	\$116,367,401
Equals Profit - \$'s	\$76,160,821
Profit - %	65.45%
NOI/Project Cost	
NOI	\$12,119,148
Project Cost	\$116,367,401
NOI/Cost (%)	10.41%
Cash on Cash, Investor Holds	
Project Cost	\$116,367,401
Take Out Financing	<u>\$116,367,401</u>
Equity	38,789,134
Net income	\$12,119,148
Less mortgage payments	<u>\$8,190,833</u>
Cash fow	\$3,928,315
Cash fow/equity (%)	10.13%

F.2 - Private Development Proposal Pro Forma Construction Loan

Development Costs	Data	Total	Time Zero	Year 0 Total	Year 1 Total	Lease Up								
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	
Land	5,985,475	5,985,475	5,985,475											
Land Carry														
Construction Hard Costs	123,840,125	123,840,125		123,840,125		30,960,031	30,960,031	30,960,031	30,960,031					
Soft Costs	25,330,935	25,330,935	8,443,644.85	8,443,645	8,443,645	2,110,911.21	2,110,911	2,110,911	2,110,911	2,110,911	2,110,911	2,110,911	2,110,911	2,110,911
Total Development costs, excluding Construction loan interest and operating reserves		155,156,534	14,429,120	132,283,769	8,443,645	33,070,942	33,070,942	33,070,942	33,070,942	2,110,911	2,110,911	2,110,911	2,110,911	2,110,911



Construction Loan Balance & Interest Calculation	Data	Total	Time Zero	Year 0 Total	Year 1 Total	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8
Maximum Loan Balance	Assume 75% of Development Cost	116,367,401											
Equity Sources		38,789,134	38,789,134	5,985,475	32,803,659	0	32,803,659	0	0	0	0	0	0
Equity Account Ending Balance				5,985,475	38,789,134	38,789,134	38,789,134	38,789,134	38,789,134	38,789,134	38,789,134	38,789,134	38,789,134
Construction Loan Account													
Beginning Balance						0	271,961	33,926,404	68,169,800	103,012,456	105,123,367	107,234,278	109,345,189
Loan Draw													
Construction Draw						267,284	33,070,942	33,070,942	33,070,942	2,110,911	2,110,911	2,110,911	2,110,911
Operating Deficit						0	0	0	0	-	0	0	0
Trial Balance						267,284	33,342,904	66,997,347	101,240,743	105,123,367	107,234,278	109,345,189	111,456,101
Additional Equity Required						0	0	0	0	0	0	0	0
Ending balance before interest						267,284	33,342,904	66,997,347	101,240,743	105,123,367	107,234,278	109,345,189	111,456,101
Average Loan Balance						133,642	16,807,432	50,461,876	84,705,272	104,067,911	106,178,823	108,289,734	110,400,645
Total Construction Loan Interest = 7%						4,677	583,501	1,172,454	1,771,713	1,839,659	1,876,600	1,913,541	1,950,482
Interest accrued during construction period						4,677	583,501	1,172,454	1,771,713	0	0	0	0
Interest accrued during operating period						0	0	0	0	1,839,659	1,876,600	1,913,541	1,950,482
Interest paid during operating period						0	0	0	0	1,839,659	1,876,600	1,913,541	1,950,482
Trial ending balance						271,961	33,926,404	68,169,800	103,012,456	105,123,367	107,234,278	109,345,189	111,456,101
Additional equity required						0	0	0	0	0	0	0	0
Ending Balance						271,961	33,926,404	68,169,800	103,012,456	105,123,367	107,234,278	109,345,189	111,456,101
Total Additional Equity Required						0	0	0	0	0	0	0	0
Cash Flow After Interest										1,141,952	1,105,011	1,068,070	1,031,129

Summary

Capital Costs

Total Development Costs, excluding Interest	155,156,534
Interest Accrued during Construction	11,112,626
Total Capital Costs	166,269,160

Depreciable Basis

Total Capital Costs	166,269,160
Land Cost	5,985,475
Depreciable Basis (capital cost minus land)	160,283,685

Operating Reserve

Operating Loss During Lease-up	-
Interest Accrued during Operating Period	7,580,281
Interest Paid during Operating Period	7,580,281
Total Operating Reserve Funded by Construction Loan	-

Total Project Cost (capital costs plus operating reserve)	166,269,160
Positive Cash Flow after Interest	4,346,160
Total Project Cost after First-Year Operations	161,923,000

Cash Proceeds from Permanent Loan Takeout

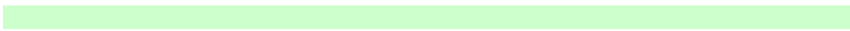
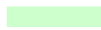
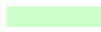
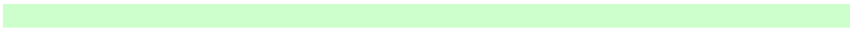
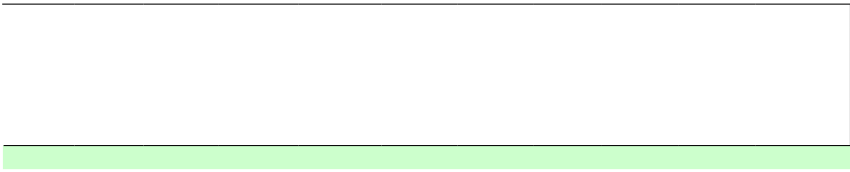
Permanent Mortgage Amount 116,367,401

Construction Loan Ending Balance 107,109,940

Cash Proceeds from Permanent Loan Takeout 9,257,460

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	145	146	147	148	149	150	151	152	153	154	155	156	
	326,956	325,475	323,987	322,493	320,992	319,486	317,973	316,454	314,928	313,396	311,858	310,313	\$3,824,310.31
Year 13	355,613	357,095	358,583	360,077	361,577	363,084	364,597	366,116	367,641	369,173	370,711	372,256	\$4,366,522.47
	157	158	159	160	161	162	163	164	165	166	167	168	
	308,762	307,205	305,641	304,070	302,493	300,910	299,319	297,722	296,119	294,509	292,892	291,268	\$3,600,910.73
Year 14	373,807	375,365	376,929	378,499	380,076	381,660	383,250	384,847	386,450	388,061	389,678	391,301	\$4,589,922.05
	169	170	171	172	173	174	175	176	177	178	179	180	
	289,638	288,001	286,356	284,706	283,048	281,383	279,712	278,033	276,347	274,655	272,955	271,248	\$3,366,081.61
Year 15	392,932	394,569	396,213	397,864	399,522	401,186	402,858	404,536	406,222	407,915	409,614	411,321	\$4,824,751.17
	181	182	183	184	185	186	187	188	189	190	191	192	
	269,535	267,814	266,085	264,350	262,608	260,858	259,101	257,336	255,564	253,785	251,999	250,204	\$3,119,238.18
Year 16	413,035	414,756	416,484	418,219	419,962	421,712	423,469	425,233	427,005	428,784	430,571	432,365	\$5,071,594.60
	193	194	195	196	197	198	199	200	201	202	203	204	
	248,403	246,594	244,777	242,953	241,121	239,282	237,435	235,580	233,718	231,848	229,970	228,084	\$2,859,765.77
Year 17	434,166	435,975	437,792	439,616	441,448	443,287	445,134	446,989	448,851	450,722	452,600	454,486	\$5,331,067.00
	205	206	207	208	209	210	211	212	213	214	215	216	
	226,190	224,289	222,379	220,462	218,536	216,603	214,661	212,712	210,754	208,788	206,814	204,832	\$2,587,018.27
Year 18	456,379	458,281	460,190	462,108	464,033	465,967	467,908	469,858	471,816	473,781	475,756	477,738	\$5,603,814.51
	217	218	219	220	221	222	223	224	225	226	227	228	
	202,841	200,842	198,835	196,819	194,795	192,763	190,722	188,673	186,615	184,548	182,473	180,390	\$2,300,316.48
Year 19	479,728	481,727	483,735	485,750	487,774	489,806	491,847	493,897	495,955	498,021	500,096	502,180	\$5,890,516.29
	229	230	231	232	233	234	235	236	237	238	239	240	
	178,297	176,196	174,086	171,967	169,840	167,704	165,558	163,404	161,241	159,069	156,887	154,697	\$1,998,946.49
Year 20	504,272	506,373	508,483	510,602	512,729	514,866	517,011	519,165	521,329	523,501	525,682	527,872	\$6,191,886.29
	241	242	243	244	245	246	247	248	249	250	251	252	
	152,498	150,289	148,071	145,844	143,608	141,362	139,107	136,843	134,569	132,285	129,993	127,690	\$1,682,157.84
Year 21	530,072	532,280	534,498	536,725	538,962	541,207	543,462	545,727	548,001	550,284	552,577	554,879	\$6,508,674.94
	253	254	255	256	257	258	259	260	261	262	263	264	
	125,378	123,056	120,725	118,384	116,033	113,673	111,302	108,922	106,532	104,132	101,722	99,301	\$1,349,161.67
Year 22	557,191	559,513	561,844	564,185	566,536	568,897	571,267	573,647	576,037	578,438	580,848	583,268	\$6,841,671.10
	263	264	265	266	267	268	269	270	271	272	273	274	
	101,722	99,301	96,871	94,431	91,980	89,519	87,048	84,567	82,075	79,573	77,061	74,538	\$1,058,687.16
Year 23	580,848	583,268	585,698	588,139	590,589	593,050	595,521	598,002	600,494	602,996	605,509	608,032	\$7,132,145.61
	275	276	277	278	279	280	281	282	283	284	285	286	
	72,004	69,460	66,906	64,340	61,765	59,178	56,580	53,972	51,353	48,723	46,082	43,430	\$693,793.06
Year 24	610,565	613,109	615,664	618,229	620,805	623,392	625,989	628,597	631,216	633,847	636,488	639,140	\$7,497,039.72
	287	288	289	290	291	292	293	294	295	296	297	298	
	40,767	38,093	35,407	32,711	30,003	27,284	24,554	21,812	19,059	16,294	13,518	10,730	\$310,230.28
Year 25	641,803	644,477	647,162	649,859	652,566	655,285	658,016	660,758	663,511	666,275	669,051	671,839	\$7,880,602.50

Appendix G - Final Presentation and Q&A

A` 6WVW_TWd\$` Vt \$" #& fZWbca VWf fWS_ bdWVW fWV
h a a T ba Sa C
aXA fFSi S efS f Lag` U[addWbdWVW fSf[hWet bca XWef[a` S^
bS` Wef efS] WZa VWef S` V bS` ` [Y efgVW feZFZW%` _ [gfW
a a a O a a C Ha a a
Tk FZa_ Se 8WZd <ad/S` Eg W S` V EZSI WW FWS` [z3VV[f[a` S^
a a a ba a a
dWVsdV[Y fZW~ V[YeZFZW^ai [Y eWVf[a` eg_ _ Sd] WefZW
bdWVW fSf[a` efgUfgdWS` V La` fW fi S` V fZWcgvWef[a` e fZSf
Xa^ai VWz

Th a h a a h a
h a a a a a

G.2 - Questions and Answers

The office-building site is almost as large as a City block— have you put any thought into connections/shortcuts through the site?

O_ , _ a , , = b_ _ a , C , , _
DaSVzEbWU[-UVW]Y` aXfZWT`aU] i Se`afUa`e[VW] Se fZW
eUabWaXagdbcaWUf`aUgeW a` [b`W_ W fSf[a` efdSfW]Wz
: ai W`W`i ZW`aa][Y Sf fZWefWS` V [fe Xg` Uf[a` S`fk SVV[f[a` e
SVV[f[a` S`a UWTg[V[Y i SeUa`e[VW]z5a` WUf[a` e fZdagYZ
h_ _ _ a h_ _ a , ha_ _ , a
bSd[Y efdgUfgdMS` V fZdagYZ fZWe[fWfa fZWa UWTg[V[Y S` V
5a` hW fck DaSVzFZ[e e[fW] [^~^fZWha[V TWf W`V fZWTSeVTS^
efSV[g_ S` V afZWUa` WUf[Y geVe egdag` V[Y fZWe[fWz

The project seems to bring in office-oriented development and a parking structure (which comes first in terms of development?) Given that activities (ie. the stadium) will be limited to weekends, how does that prevent people from driving or relying on automobiles?

FZWbSd[Y efdgUfgdM] [^a` k SVV` " SVV[f[a` S^bSd[Y
ebSUMe fa fZWe[fWzFZWefdgUfgdM] [^eW`hWfa bcah[VWbSd[Y
XadTafZ fZWefSV[g_ S` V fZWa UWTg[V[Y Se S_ g`f[Xg` Uf[a`
geVzFZWbSd[Y efdgUfgdMS` V a UWTg[V[Y UagV TWTg[f
[a` Wadfi a bZSeV`VWbW V[Y a` fZWW`WabWdS` V fZW
_ Sd] WzFZWefdgUfgdM_ Sk eWU_ Ua` fcdSV[Urack Zai W`W`[f
a , _ h C_ , a _ h , a _ , h a a _ , a
W[ef[Y bSd[Y [fZWSdMSzFZW`WadW`VW efk i [^ UdMS`eWS` V
h C_ , _ = h_ _ a a b_ _ a _ h_ b(a_ _ _
Tk S 5[fk aXA ffsi S efs _ W_ TWdVgd[Y fZWC` 3 bW`faVfz? S` k
aXfZWbdW`W`W fe W`S_ [W` geW Z[YZVbSd[Y Uae fe fa W`W`d
Sgfa_ aT[WgeVzFZ[e efdSfWk UagV TWgeW fZdagYZ bS[V
bSd[Y zFZ[e bSk_ W f efdgUfgdWZSe TWW [UacbadSfW [fa fZW
Bca 8ad_ S i [fz` "#` " _ a` fZ`k bSd[Y Xada UWgeV`e S` V` "\$"
W`W`f bSd[Y XadefSV[g_ geVz6Skf_ WbgT[U bSd[Y XW`e
_ _ a , b fZ , a _ , h a _ _ _ afZSbbW
eUZW_ WzFcd` e[fZadW`fW W`W`ab_ W fS`ea VaVe` afZSbbW
_ ; , _ a _ _ a , b a h h
S` V`geV`US` TWSV`geW`f Zai W`W`fZWUgdW`fVW_ S` V ZSe
_ b W` _ a h_ _ _ _ b = b _
bcabW`fk ai ` W`e Scag` V fZWe[fW]XVW_ S` V i W`W`fa W`W`dS`eVz
3` SVV[f[a` S^Ua`_ W f Xa_ 5[fk efs` ba[fW` fa fZWM a` [Y
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aT[YSf[a` eZ3YS[fZWM]e S ei W`W`ebaf-[XbSd[Y Uae fe SdW
_ , ha a , h b_ _ a h _ , b , , ,
fS] WfdS` e[fz

b = a a a b a
ahWd: [YZi Sk &#)žFZWUa__g` [fk fa fZW adZ aXfZWFdW T'Sk

Glossary

Bus Rapid Transit (BRT): 3 Z[YZ cgS ffrk Z[YZ USbSU[frk ddb[V fcd` e[ef ekefW_ fZSf[_ S` k i Skel [bcahVg gba` fcdV[fa` S^cd[^fcd` e[ef ekefW_ ež3 4DF ekefW_ YW Ws^k ZSe ebWU[S^l W VVe[Y` t eWh[UW S` V [XSe[fgUfgdWfa [bcahWekefW_ cgS ffrk S` V dW_ ahWfZWfkb[US^ USgeVg aXVWSkžEa_ Wf_ Vg VVeUdTWW Se S` egdSUSWegTi Sk t 4DF S_ e fa Ua_ T[WfZWUSbSU[frk S` V ebWWW aX^YZf dS[^ad_ Wfca i [fZ fZWEVY [T [ffrk `ai WdUaef S` V e_ b^U[frk aXS Tge ekefW_ ž

Capital Improvement Plans: 8[S` U[S^_ WUZS` [e_ fZSf [VW f[-Vg USb[FS^bcaWUfe fZSf SdWfa TWXg` VW Vgd` Y fZWb S` ` [Y S` V [b^W_ W fSf[a` bZSeWaXS VVhWab_ W fž;f agf^ Vg fZWS_ ag` f aXg` Ve fZSf i [^TWY bW VVW [VgUZ kVgdaXfZWbcaWUf S` V Zai fZW WY bW V[fgdM [^TWS^aUSfWž

Capitalization rate (Cap rate): 6WWW [W Tk V[h[V^ Y fZWbcaWUfye` Wf abWsf^ Y [Ua_ Wtk [fe bgdJZSeWbq[UWž 9W Ws^k Z[YZ USb dSfVg [V[USfWZ[YZWdWfgd e S` V Yd^SfWdbWUW hW d[e] ž

Class A O ce: ? aef bde[Y[age Tg[V^ Ye Ua_ bWf^ Y XadbW [Wda UWgeVg i [fZ dW fe STahWShWdSYWad fZWSd/Sž 4g[V^ Ye ZShW Z[YZ cgS ffrk eS` VSdV ~ [eZVg eSfWaXfZWSd ekefW_ e[WUWb[fa` S^SUW e[T [ffrk S` V S VW` [fW_ Sd] Wf bdeW UWž

Class B O ce: 4g[V^ Ye Ua_ bWf^ Y XadS i [VWd` YWaXgeVg i [fZ dW fe [fZWSHWSYWdS` YWad fZWSd/Sž 4g[V^ Y ~ [eZVg SdWSD [d fa YaaV Xad fZWSd/Sž 4g[V^ Y ~ [eZVg SdWSD [d fa YaaV Xad fZWSd/S S` V ekefW_ e SdWSVWgSfW Tgf fZWTg[V^ Y VaVg` af Ua_ bWf [fZ 5^See 3 Sf fZWeS_ Wbq[UWž

Class C O ce: 4g[V^ Ye Ua_ bWf^ Y XadfW S` fe dWg[d^ Y Xg` Uf[a` S^ebSUWSf dW fe TWai fZWSHWSYWad fZWSd/Sž

Community Improvement Plan (CIPs): 3 b S` fZSf eWf e S dS` YWaX^aUS^S` V!addW[fa` S^b S` ` [Y S` V Wla` a_ [UVVhWab_ W f YaS^ež;f US` TWgeW fa [UW f[h] WS` V e[g^SfWWW hWab_ W f [S VW` VW Sd/Sž;f_ Sk [UgVWS Ua_ T[Sf[a` aXV[WdV f ~ S` U[S^bcaYcd_ e fZSf US` TWgeW XadbgT UabW ebSUM XUSVW [bcahW_ W fe[S` V Tdai ` ~W dW_ W[Sf[a`

Development Intermediary: FZWVefST [eZ_ W f aXS bgT [Ukžg` VVhWab_ W f SYW Uk fZSf i ad] e fa WfZWdSUcg[dW S` V S` V!addW^l W YaS^e XadVhWab_ W fa` bgT [Uk ai ` WW S` Vž

Development Permit System (DPS): 3 S` V geWb S` ` [Y faa^i Z[UZ ZWbe fa bca_ afWWW hWab_ W fi W ZS` UWW h[ca` _ W fS^ bcaWUf[a` S` V XSU[fSfW] Wk bca[af[Wet [UgV[Y, Ua_ _ g` [fk Tg[V^ Y t dai ` ~W dWVhWab_ W fi YdWV ebSUMbdWWhSf[a` S` V W h[ca` _ W fS^bcaWUf[a` žE[fWb S` t _ [adhSdS` UW S` V I a` [Y bcaUW eVg SdWUa_ T[VW [fa a` WSbb [USf[a` S` V SbbcahS^bcaUW ež

Discount rate: FZW [fWVef dSfWgeW fa US^g^SfWfZWbdWVW f hS^gWaXgfgdWUSeZ Eai ež;f [e fZW [fWVef dSfWgeW fa US^g^SfWS` S_ ag` fi ZWdVa` Wi ag^V TW [V [WdV fTWi WW dWUW h [Y S Va^Sd` ai S` V S Va^Sd [fZW Xgfgdž

Financial feasibility: FZWagfUa_ Vē aXS efgVk i Z[UZ [hVef[YSfVē i ZWZVdS bda VUf [e h[ST WSWVdFS] [Y [fa Ua` e[VWdSf[a` S^bdaTST W dWVgVē S` V Vy bW eVēž;f [e fkb[US^k geWV fa VWS^gSfWi ZWZVd ad` af fZWbda VUf _ VVē S` W VVde Ud[VW[S Xad~` S` U[Y

Floor Area Ratio (FAR):FZWdSf[a aXfZWYdaeē €aadSdVē aXS Tg[V[Y fa fZWSdVē aXfZW`S` V [f [e Tg[f a` ž

Form-based code: 3 _ Vē` e aXdWg`Sf[Y VVWab_ W f fa SUZ [VWWS ebWU[-UgdT`S` Xad_ ž8ad_ ŽTSeW UaVVe UdVfVWS bdW[UfST W bgT[UdVē^ Tk Ua` fca`f[Y bZke[US^Xad_ bd_ Sd[k[i [fZ S VēVdXaUge a` S` V geWV fZdagYZ _g` [U[bS^dWg`Sf[a` ež

Greenbelt, 3 \$" %ž ecgSdW [a_ VfdVē UdVēUW f aX`S` V i [fZ[fZWT ag` V SdVē aXfZW5 [fk aXA fSi S[[i Z[UZ dVē^VefSfVWVWab_ W f [e efdUf`k Ua` fca`Wž

Gross Density: ? VēgdWaXVi Wf[Y g` [f ad`aT Ua` UW fcbf[a` i [fZ[S VV` VV SdVē fZSf [UgVVe S` Ve eWf Se[VWVadfdS` ebadSf[a` geVēž

Gross Floor Area (GFA): FZWeg_ aXfZWSdVē aXVēSUZ efa dWk aXS Tg[V[Y efdUfgdWadbSf fZVWVX STahWadTWai VēfST [eZVW YdSVW VY UgV[Y efa dSYWTWai VēfST [eZVW YdSVWS` V S bSd[[Y efdUfgdWSTahWadTWai VēfST [eZVW YdSVW_ VēgdW Xa_ fZVWY fV[adaX agfe[VWi S^el adXa_ fZW_ [Vža[faXUa__ a` i S^ež

Holding period: T_h h, ~ a , ~ , ~ , ~ , ~ h , ~ h , ~ , ~

Implementation Agency: 3` SYW Uk fZSf USdVē agf fZVWVWab_ W fi _ S[fW S` UW ~` S` U[Y S` V!adabWdSf[a` aXfZWbda VUf VVbW V[Y a` fZW_ S` VSfWaXfZWSYW Uk TW[Y W_ b`akWž

Interim use provision: 3 bda h[e[a` i [fZ[S l a` [Y TkŽSi fZSf bWd [fe S ebWU[-U`S` V geWV adfZWf[WTW[Yž;` fWd_ geWbda h[e[a` e SdW aXW geWV fa egbbad bZSe[Y aXVWVWab_ W fž

Internal Rate of Return (IRR): fZWdVdSf[a` eZ[b TWf VV fZWbdVēW f hS`gWaXfZWUSeZ €ai e S` V fZWS_ ag` f aXUSb[fS^fZSf [e [hVēfVWž ;DD [e fZWW[eUag` f dSfWSf i Z[UZ fZWbdVēW f hS`gWaXfZWgfgdWUSeZ €ai e Vt gS`e fZW[[f[S^ [hVēf_ W fž 6 WVWabVē fkb[US^k `aa] Xad S` ;DD TWf VV #ž# , ž;DD Y[hVē fZWdVfgd a` [hVēf_ W f[S bWdW fSYVž

Local Improvement District: l ZW S Ydagb aX`aUS^bda bWf ai ` Vē eb [f fZWUaefe aX[X SefgUfgdW[bda hW_ W fe i [fZ[S Y[hW SdVēž fZVW[bda hW_ W fe [UgVW Tgf SdW af [fVW fa efdVWfUSb[Y fZWUa` efdUf[a` aXe[VW S] e[S` V fZW[eS^Sf[a` aXefad_i SfVd _ S` SYW_ W f ekefW_ ež

Light Rail Transit (LRT): 3 ekefW_ aX dS[↑ Ske gegS`k geWV Xad_ WV[g_ ŽSbSU[fk `aUS^fdS` ebadSf[a` [gdT`S` SdVēž>[YZf dS[^fdS` e[f ↑ Vē SdW_ adVēVYdVfSfVW Xa_ efdVWf fcb UfZS` efdVWfUSd[Tgf Vēe ea fZS` SdVZVēhk dS[^↑ Vēž

Net Floor Area: FZWgeST W€aadSdW\$ aXS Tg[V] Yf XdfZWg` Urf[a` [fW VVW i Z[UZ [e TSeW a` fZWYdae €aadSdW\$ /9 83fiaXfZW
Tg[V] Y _ [ge egTŠdW\$e aXfZW Tg[V] Y egUZ Se bSd] [Y YScSYW e i S^e f S` V efS[d W ež

Net Operating Income (NOI): FZW[La_ WWSd VW Xa_ abWsf[a` e SXWdS^Wj bW eW e SdWegTfcSUfW Xa_ Ydae dWVW gVž

Net Present Value (NPV): fZWV[WdW UWTWfi VW fZWV[eUag` fW hS^gWaXfZW~ [eZVW bdaWUfS` V [fe VVWab_ W f Uafež@BH
dWdW eW fe fZWVWabWde bda~fZFW hS^gW_ gef TWbaef[hW] adWd fa` gefX S` [hWef_ W fž

Tax Increment Financing (TIF): SdWgeW fa ~` S` UW^aUS^ [XSeftgUfgdW W h[da` _ W fS^UW\$` gbl ad`S` V SeeW_ T^kzF;8 [e S i Sk fa W UagdSYWdWWWab_ W f fZdagYZ fZVWefcSfW [U [hWef_ W fež F;8 [e VW^` VW Se fZWUd/Sf[a` aXSVV[f[a` S^fSj dW W gW TSeW a`

References

3_ W[US` I SfWdI adje/\$" #/zi Z[fWBSbWd 6VeiY` !4g[V!A bWsfvZDwfVWw Xa_ , Zffb,!~WzZScWZa^VWdLa_ !Vai ` aSve!3? 7DBD!" j " j %* #' \$!+8) () +8%Z

5S`SV[S`Gd[S` ;`ef[fgfV/\$`#fzDWZ[] [Y egdSUWbSd [Y XadbVWVefqS` XqW V k a UWWWhWab_ W fZDwfqVhWw Xba_ Zffb,!! i i i žUS`gdžad!UgžogT [USfja`e!
dWZ[] [YžegdSUWbSd [YžadžbVWVefqS` žqW V k ža UWWhWab_ W fzf_ ^

5Sdfa` ;ž/\$` ") fž: [efadVeaXfD` e[žA dW fW 6WhWab_ W f, BwbbWf[hVea` fZW6WhWab_ W faXfZWFA 6 5a` UWbžDVS^7efSfWS` V FdS` e[fi Gd[S` S` V EaU[S`^
? ahW_ W fel 5a` UWbfBdafSYa` [efž;` e[fgfWaXGd[S` S` V DWV[a` S^6WhWab_ W fžG` [hVebfk aX5S`žad [Sž 4Wd] WWkžDwfqVhWw Xba_ , Zffb,!! [gdžfVd] WWkž
Wwgli b!\$` " +ž` \$žbVX

5a`a` SVWDV\$fk ; U4 da] WSYVz/\$" #&fz: a`S` V 5dæe ŽEg[fWB#3žDWFdVhVW Xba_ Zffb,!!i i i žJa`a` SVWDV\$fkZUS[VVj žbZb1bSYWaffSi SŽ/ai` fai` žbcbVdKž
WVS[e` Z`YW QGE` Sd[UWV/\$` ` žaUSfja` @S_ WA ffsi S_ \$` 6ai` fai`

5a` YdVee XadfZW@W GdS` [e_ ž/\$` " +fz5SeWefgVk, 5a` fdS 5aefS UW fdWfd` e[f h[SYVzDWFdVhVW Xba_ Zffb,!!i i i žfVad!Uee!5a` fdS5aefSžbVX

5agYZ↑↑ DaTWfz/# (" fzfZW5Sb[fS^BdaYdS_ _ [Y BdaT W_ ž<agd S^aX3_ VdUS` ; e[ffgfWaXB`S` ` Vdē (\$/#fj%+Ž&*ž

5gd[fel 5SdWkž/\$` #fzFds` e[fja` fa Fds` e[fZA dW fW 6VhWab_ W f, FZW5SeWaXBWfZl I VefVd 3gefds`[SžGdS` Ba fUk S` V DWVsdJZ!/% fii% bž) ' ŽS+\$ž

5geZ_ S` ` I S] W-WW A ffsi Sž/\$` #&fz? Sd Wf ; Vgefds`E` SbeZaf A ffsi SA @ C & \$` #žDWFdVhVW Xba_ Zffb,!!i affSi SžJa_ !1bSYWQ[V/#\$

5geZ_ S` ` I S] W-WW A ffsi Sž/\$` #&fz? Sd Wf DWVS[E` SbeZaf A ffsi SA @ C \$ \$` #žDWFdVhVW Xba_ Zffb,!!i affSi SžJa_ !1bSYWQ[V/#\$

6S^Sel 5[fk až/\$` # fzFA 6 fSj [UdV_ W f~` S` U[Y V[efqUf, Bda WUf bS` ` dV hVef_ W f l a` W~` S` U[Y bS` /bžž+) fž

6S^Sel 5[fk až/\$` #fzFA 6 F;8 6[efqUf 8K \$` #%3` ` gS^DWbad, #ž*žDWFdVhVW Xba_ Zffb,!!i i i ž[V/S^Sežj žje!Uea!dVea g[fja` el\$` #&!` \$ž(\$Ž&!#ž`%*)žB68

6W hVd 5[fk až/\$` " +fzEZWdVS` efSfja` SdV\$ bS` , 5a_ _ g` [fk bS` ` [Y S` V VhWab_ W fZDWFdVhVW Xba_ Zffb,!!i i i ž/W hVdYahžad!BadS`el#%VaUg_ W fe
eZWdVS` !EZWdVS` , \$` EfSfja` , \$` 3dV\$, \$` B`S` Q~` SžbVX

6W hVd 5[fk až/\$` #fzEZWdVS` efSfja` , \$` _ [gfW WYZTagdZaaV [bW_ W fSfja` efcSfWkžDWFdVhVW Xba_ Zffb,!!i i i ž Vef[VUad[Vadad!\$` ? [gfW
N h b, h, , /

6W hVd 5[fk až/\$` #fzEZWdVS` efSfja` , EfSfja` SdV\$ egUUeeVezDWFdVhVW Xba_ Zffb,!!i i i ž/W hVdYahžad!faV!EfSfja` 3dV\$e!EZWdVS` EfSfja` !fST[V!%+` \$` \$!
6VWsgfžSebj

6W hVd 5[fk až/\$` #fzFds` e[fa dW fW 6W hVd Fds` e[fa dW fW VhWab_ W f efcSfW[U bS` \$` #žDWFdVhVW Xba_ Zffb,!!i i i ž/W hVdYahžad! BadS`el#%
VaUg_ W fe!6>B!FA 6QBS` !FA 6QefcSfW[UOBS` Q8:@3>žbVX

6W hVd 5[fk až/\$` #fzFds` e[fa dW fW VhWab_ W f, I Vef Uad[VadDWFdVhVW Xba_ Zffb,!!i i i ž/W hVdYahžad!faV!Fds` e[fa dW fW6VhWab_ W fFds` e[fa dVadē
I Vef5ad[Vad fST[V!&&#(*#6WsgfžSebj

6[ff_ Sd: ž` AZ`S` V! 9ž/\$` " &fzFZW W fdS` e[f fai` , 4Vef bcsUf[Uv [fdS` e[fžadW fW VhWab_ W fž:eS` V BdVezl SeZ[Yfa` 65ž

6gS` kł 3ž` FS`W! 7ž/\$` " %fz5ag` U[^DWbadf;H, Fds` eWUfZtSeW bS` ` [Y S` V fZWE_ Sd5aVWžFZWfai` ` BSbWžbž' #ž

6g_ TSgYZl 7ž/\$` " &fzAhVdJa_ [Y ~` S` UJS^S` V [e[ffgfja` S^TSd[Vb fa FA 6, >[VTWYZ EfSfja` USeWefgVkž<agd S^aXBGT fU Fds` ebadSfja` f)/%fii &%ž(*žDWFdVhVW
Xba_ Zffb,!!i i i ž UfgeXWg!`bfbVX<BF, \$`)ž% \$` 6g_ TSgYZžbVX

7bb? žS` V Fgl 5žž/\$` " " fžzHSg[Y fZW@W GdS` [e_ -FZW;_ bSuf aX@W GdS` [e_ a` BqUv aXE[Y WžS_ [k: a_ VefžGdS` >S` V ;` e[ffgfWž

7hS` e;h! ž` BdSffl Dž/\$` " %fzF5DB DWbadf +` , FdShWdVaba` eWfa fdS` ebadSfja` ekefW_ UZS` YVezFds` ebadSfja` DWVsdJZ 4aSdV aXfZW@Sfja` S^3USVW [Vē
I SeZ[Yfa` f 65žDWFdVhVW Xba_ Zffb,!!a` f VbgTeždžad!a` f VbgTel fUcb! fUcbQcbfQ+\$žbVX

;4? 5adbadSfja`ž\$" #&fi;4? e_ SdWdUf[Ve UZS^W YWA ffsi S dWbadž

; S_ f 3ž\$ " #&f <S` gSck #fi8da_ [fW fja` e fa Ua` eVtgW UWe, ES` 6[WVa FA 6 VVe[Y` Yg[VWf Vē S` V Dja H[efS I Wef bca VWfzbbž#Z\$#DWfDWHVW Xba_ i i i žb`S` [Yž ad!V[h[eja` e!gdT S` VVe[Y` ! W e^VWd"\$ #&f; S_ žbVX

>S_ TWVe] kl Ež\$ " # fi4ge[Vēe [UW f[hVē S` V dV\$^VefSfW Facd` fa Tge[Vēe [UW f[hVē [fcbVgUfja` ž6FL 4Sd [U] Vž

>[f_ S` f Fž\$ " " (fiBSd [Y _ S` SYW_ W f, EfdSfW[Vē VhS'gSfja` S` V b`S` [YžH[UfadS FdS` ebadf Ba fUk ;` efgfVž

>[f_ S` f Fž\$ " #&fiDS[^FdS` efg ;` 3_ WdUS, 3 5a_ bdWZW e[hW7hS'gSfja` aX4W W-fežH[UfadS FdS` efg Ba fUk ;` efgfVž

>g` V! : ž ž 5WdhVba Dž S` V I [^ea` f Dž ž\$ " " &fiFdShW^5ZScdUfW[ef[Ue aXfD` e[fžA dW fW 6VhWab_ W f [5S^ad [Sž5S'fD` e EfsfW [VWB`S` [Y EfgV[Vēž DWfDWHVW Xba_ , i i i žlegba_a` SžWg!pd i [^ea` !faV!B[UfgdVē!FA 6žbVX

? SfZgd Ež\$ " #&fi;` ahSfja` [bgT fU fD` ebadf ~ S` UW BcbWfK hS'gWUSbfgdVž3eZYSfWBgT fēZ [Y, G` [fW EfsfVēž

? Wfca f j ž\$ " #&fi? aT[fk ZgT Yg[VWf VēžDWfDWHVW Xba_ Zffb,!!i i i ž Wfca f j žJa_ !W!bca VWfēS` VbcaYdS_ e!_ aT[fkZgTe!_ aT[fkOZgTOYg[VWf VēžSebj

? Wfca f j ž\$ " #&fi? aT[fk : gT 9g[VWf Vē, 8adfZW9dV\$VdFacd` fa S` V : S_ [fa` 3dV\$žDWfDWHVW Xba_ Zffb,!!i i i ž Wfca f j žJa_ !W!bca VWfēS` VbcaYdS_ e! _ aT[fkZgTe! " #eWUfja` ež[žbVX

? [W\$ FdS` ebadSfja` ;` efgfVW\$ " " #fi: [efack aXfD` e[fžA dW fW 6VhWab_ W fž? [W\$ FdS` ebadSfja` ;` efgfVWžBYž#ž#žDWfDWHVW Xba_ , Zffb,!!i i i ž fD` ei W žēlegž Wg!_ f[badS^dVēVsdJ!bgT fUSfja` e!VaUg_ W fe!W h[eja` [Y\$!_ f"\$ " #QWfVbQ! Wf[fWFA 6Q [efackžB68

? [[efck aX? g` [U]bS^3 S[cb` : age[Yž\$ " #&fiBcah[U]S^Ba fUk EfsfW_ W fžDWfDWHVW Xba_ Zffb,!!i i i ž SZžahž` žS!3eeW8SufackžSebj 1V[V/# &(%

? [[efck aX? g` [U]bS^3 S[cb S` V : age[Yž\$ " # fi5[f] W e! Yg[VWfa `S` VžgeWb`S` [YžDWfDWHVW Xba_ Zffb,!!i i i ž SZžahž` žS!BSYW#) * žSebj

? [[efck aX? g` [U]bS^3 S[cb S` V : age[Yž\$ " #&fi>aUS^_ bcahW_ W f5ZSdVēžBcah[UWaXA` fSdžžDWfDWHVW Xba_ Zffb,!!i i i ž SZžahž` žS!BSYW# \$\$(žSebj

? ag`W` Ba`kl a[VVēž\$ " #&fiBca VWf, 6W? SdEfsfja` fD` efg h[^SYVžDWfDWHVW Xba_ , Zffb,!!i i i ž_bSdJ[fWfēžJa_ !e[fWbca VWfē!VWž_ SdžefSfja` žD` efgž[^SYW

@Sfja` S^5Sb[fS^5a__ [eeja` ^\$ " #&fi5Sb[fS^GdT S` >S` Ve? SefVd`B`S` A hWdh[V žDWfDWHVW Xba_ , Zffb,!!i i i ž UUžU žUžU!e[fVē!VWVsg`f!~Vē!bgTe!Ug^ bž eg_ _ Sckž\$ " #&žbVX

@Sfja` S^5Sb[fS^5a__ [eeja` ž\$ " #&fi5Sb[fS^GdT S` >S` Ve? SefVd`B`S` BdM_ [SckžDWfDWHVW Xba_ Zffb,!!i i i ž UUžU žUžU!e[fVē!VWVsg`f!~Vē!bgTe!Ug^ bž _ SdJž\$ " #&žbVX

A Z`S` V! 9ž\$ " " &fi HS'gWUSbfgdV : ai fa YWf S dWgd a` fZW[hVēf_ W f [fD` efg S` V FA 6ž8da_ FdS` efg adW fW VhWab_ W f TdW` Y Taa] f DWJa` ` WUf [3_ WdUSž

A `Sdž 6a` [S! E_ [fž 4dWf S` V FSb f f <aZ` ž\$ " #&fi DWē[VW f[S^aUSfja` S` V fD` efgžadW fW VhWab_ W f [S` W dS[^Uad[Vad`FdS` ebadSfja` DWēVsdJ BSd 3f & f bž\$#+ž%)ž

\$\$ (T b a S a , T O D I a , S a)

A ffSi St 5 [fk a%/\$" #&fz Fd` e[fzadW fWV VWhWab_ W f/FA 6 fib`S` e, FdS[t Efz>SgdW fl 5kch[^WWVdVhVW Xba_ Zffb,!!VaUg_ W feza ffsi SžUS!e[fVé!VaUg_ W feza ffsi Sž US!~Vé!VaUg_ W fe!fdS` e[fQW žbVX

A ffSi St 5 [fk a%/\$" #&fz "\$" #&3i Sd/ l [` VbzDwVdVhVW Xba_ Zffb,!!affSi SžUS!W!U[fkŽZS^b`S` ` [YŽS` VŽVhWab_ W fl i ZSfeŽZSbbW [Yžkagč WY ZTagdZaaV!\$" #&ž Si Sd/ž [` Vbz

A ffSi St 5 [fk a%/\$" #&fz "\$" #&Fds` ebadSf[a` ? SefVdBS` žDwVdVhVW Xba_ Zffb,!!VaUg_ W feza ffsi SžUS!W!` aVWV *%{(

A ffSi St 5 [fk a%/\$" #&fz 5Sd[Y ShW gWUa__ g` [fk [bdaW_ W f b`S` /5;BfiŽahWh[V žDwVdVhVW Xba_ Zffb,!!affSi SžUS!W!U[fkŽZS^b`S` ` [YŽS` VŽVhWab_ W fl Ua__ g` [fkž bdaW_ W fžbdaYdS_ e!USd[YŽShW gWUa__ g` [fk

A ffSi St 5 [fk a%/\$" #&fz A UJS^B`S` žDwVdVhVW Xba_ Zffb,!!affSi SžUS!W!a UJSžb`S` Ž`!ha`g_ Vžžā UJSžb`S`

A ffSi St 5 [fk a%/\$" #&fz A ffsi S 5kU[Y B`S` žDwVdVhVW Xba_ Zffb,!!VaUg_ W feza ffsi SžUS!e[fVé!VaUg_ W feza ffsi SžUS!~Vé!VaUg_ W fe!aUb\$" #&QdWbadQW žbVX

A ffSi St 5 [fk a%/\$" #&fz A ffsi S 7_ b`ak_ W f EgchVW \$" #&, DWeg fe aXfZW\$" #& W_ b`ak_ W f egchVWžDwVdVhVW Xba_ Zffb,!!VaUg_ W feza ffsi SžUS!e[fVé!VaUg_ W fež affSi SžUS!~Vé!VaUg_ W fe!W_ b`ak_ W fQegchVWžbVX

A ffSi St 5 [fk a%/\$" #&fz A ffsi S BWVéfdS` B`S` žDwVdVhVW Xba_ Zffb,!!VaUg_ W feza ffsi SžUS!e[fVé!VaUg_ W feza ffsi SžUS!~Vé!VaUg_ W fe!abbQ\$" #&QW žbVX

A ffSi St 5 [fk a%/\$" #&fz Ha`g_ W\$3žFdW T`Skf Efz>SgdW fl S` V 5kch[^WWVdVhVW VSk B`S` žDwVdVhVW Xba_ Zffb,!!VaUg_ W feza ffsi SžUS!e[fVé!VaUg_ W feza ffsi SžUS!~Vé! VaUg_ W fe!fdW_ T`SkEf>SgdW f5kch[^WWVdVhVW B`S` žbVX

A ffSi St 5 [fk a%/\$" #&fz "\$" #&6 VhWab_ W f UZSdVé gbVSfWefgVkžDwVdVhVW Xba_ Zffb,!!VaUg_ W feza ffsi SžUS!e[fVé!VaUg_ W feza ffsi SžUS!~Vé!VaUg_ W fe! S ad/ST W age[YEfgVWžbVX

A ffSi St 5 [fk a%/\$" #&fz;` fWh[W i [fz 5 [fk aXA ffsi S 7_ b`akVWw` @ahW_ TWd#`! \$" #&ž

A ffSi St 5 [fk a%/\$" #&fz;` fWh[W i [fz 5 [fk aXA ffsi S 7_ b`akVWw` @ahW_ TWd#\$ \$" #&ž

A ffSi St 5 [fk a%/\$" #&fz;` hW fadk aXHSUS` f;` VgefQs^S` V 4ge[Vée BSq] >S` Ve, GbVSfW\$" #& Ž \$" #&žDwVdVhVW Xba_ Zffb,!!affSi SžUS!W!U[fkŽZS^YVWž] ` ai žkagčU[fk!

h" /

A ffSi St 5 [fk a%/\$" #<g` W#` f@W 5ahW fck bWVWefds` S` V UkUf` Y TqVYWfS] Wé Xad` žDWFqVhVW Xba_ Zffb,!!affSi SžUS!W!` W el` W žJahW fckžbWVWefds` žS` Vž UkUf` YžTqVYWfS] Wéžad`

BSeSVW St 5 [fk a%/\$" #/fzFdS UdWgUfja` S` V fdS` ebadSfja` [bdaHw_ W f XWVcgWefja` eS` V S` ei Wé, #žžDWFqVhVW Xba_ Zffb,!!i i \$žU[fkaXbSeSVW Sž W! Uag` U[SYWVSe!\$" ") , \$" SYWVSe!XWQ\$(Q")!bSeSVW S, \$" fdS` U, \$" dWgUfja` , \$" efdSfW[Vé, \$" #žž" ž" (, \$" VdSfXbVX

B4ie B'SUM? S] [Y 9dagbž/\$" #/fzI [` [bVW fdS` eLfžadW fW VhWab_ W f ZS` VTaa] ž5 [fk aXl [` [bVW žDWFqVhVW Xba_ Zffb,!!i i i ž [` [bVW žUS!bbV!faV!bVX : S` VTaa] žbVX

Ba fUZWff 4ž/\$" #/fzI Sd [U] ie efSfja` V[efqUf, D[bWxadVhWab_ W fžBdaH[VW UW<agd SžDWFqVhVW Xba_ Zffb,!!i i i žbdaH[VW UWagd SžJa_ !fab[UlelebWU]SžWbafel džWJa` a_ [UžWJahWk!\$" # \$" + " ' ž Sd [U] žežefSfja` žV[efqUfžqbVžadžVhWab_ W fžWV

Cg [` t 4dS` ž/\$" " (fžFdS` eLfžadW fW 6VhWab_ W f, >Wéea` e Xba_ 5Sfžad [Sž4g[f 7` h[cb` _ W f /%\$fii% bž%#ž/\$\$ž

DV\$^FdS` eLfž/\$" #&fz5Sbfgd` Y hSgWfZdagYZ fdS` eLfžadW fW VhWab_ W fžDWFqVhVW Xba_ Zffb,!!i i i ždV\$fdS` eLfžad!ZfbfaV#žZb

DWJa` ` WUf [Y 3_ W[USž/ žVfEagfZ ES` 8dS` U[eJa YW WdS`b`S` TWef bcdSuf[UWžDWFqVhVW Xba_ Zffb,!!i i i ždWJa` ` WUf [YS_ W[USžad!SeeWfe!Gb`aSVel TWefbcdSuf[UW *)žbVX

DW` W <ž` I Wef <ž/\$" " \$fžEfSfWaXfZW>[fWfsgdW/FdS` eLfžadW fW VhWab_ W f, 3eeWé[e Y fZW_ bSufe aXfZW@W <WéWk fdS` eLf h["SYW] [fSf]hVžHaadZVWé FdS` ebadSfja` Ba fUk ;` eLf f g fVžDWFqVhVW Xba_ Zffb,!!ba fUkžgfYWéžWg!hfU! VaUg_ W fe!FA 6ž@<QFdS` eCH["SYWQ; [fž[fQDWh[VW žbVX

o X t

QW ^W " A ! f,c fžW@ E~ E ! fZW@ b! ah b! b

F5DB DWbad`#`\$ž"\$`" &fzFcd` e[fžadW fW VVhWab_ W f[fZWG` [fW EfsfVé, 7] bWd[W Uvé UZS^W Yvé S` V bdaebWUfežFcd` e[f 5aabWsf]hWDVéWsdJZ BdaYcd_ ž
DWfdVhVW Xba_ Zffb,!!a` ↑ WbgTežfdTžad!a` ↑ WbgTel!fUbb!fUbbQcbfO#` \$žbVX

Fa_ S`fkt Dž` E] STgcb] [et 3ž"\$`" %fž6VhWab_ W fUZSdVé S` V U[fk b`S` ` [Y aTWUf]hVé, FZWA` fsdja V[eUa` ` WUfž5S` SV[S` <agd S^aXGd[S` DWéWsdJZ! #\$/#i #&\$ž
#(#ž

Fada` fai 5[fk aX/\$`" * fž4kž>Si @až #`ž"\$`" * *, Fa SVabf fZWi SfWdXba` fUa__g` [fk [bdaHW_ W f b`S` XadTcai ` ~W dV_ VW[Sfja` S` V VhWab_ W faXbdVéUdT VW
W_ b`ak_ W fgeVéž7` SUfW Tk 5ag` U[? Sk \$)† "\$`" * ž

FD5Bž/#+ (fžF5DB BDA <75F : ž#fcd` e[f S` V gd[S` Xad_ , BgT Uba U[k S` V fcd` e[f adW fW VVhWab_ W f, E] [fWd Sfja` S^UseWefgV[VéžDWfdVhVW Xba_ Zffb,!!
a` ↑ WbgTežfdTžad!a` ↑ WbgTel!fUbb!fUbbQcbfO#(žžbVX

G` [fW EfsfVé 7` h[da` _ W fS^BdafWUfja` 3YW Ukž"\$`" #fž;` XSefdgUfgdW~` S` U[Y abfja` e Xadfd` e[fžadW fW VVhWab_ W fžDWfdVhVW Xba_ Zffb,!!i i i žVbSž/ah!
VUW!bVX"\$`" #ž` #&\$žFA 6[XSefdgUfgdVž~` S` U[YždWbadžbVX

G` [hVé[fk aXFVž Sež/\$`" #fžFcd` e[f adW fW VVhWab_ W f dWbadž6W? Sdfcd` e[f h[SYW >ae 3` YWvé 5S†žad [S, #&* ž#/\$ž

G` [hVé[fk aXFVž Sež/\$`" #fžFcd` e[f adW fW VVhWab_ W f dWbadž5agdf: ageW 3df Yfa` † H[dV [[S, #&\$ž/\$ž)ž

G` [hVé[fk aXFVž Sež/\$`" #fžFcd` e[f adW fW VVhWab_ W f dWbadž6ai ` fai ` B`S` al B`S` al FVž Se, #&#/\$ž* ž

G` [hVé[fk aXFVž Sež/\$`" #fžFcd` e[f adW fW VVhWab_ W f dWbadž9S`Sfkt` BSd† D[UZSd/ea` † FVž Se, #&* ž# ` žDWfdVhVW Xba_ Zffb,!!i i i žUad W!_ aVgVé!
eZai Valg_ W fžSebj 1Valg_ W fV/&#

G` [hVé[fk aXFVž Sež/\$`" #fžFcd` e[f adW fW VVhWab_ W f dWbadž>[VTWdYZ Efsfja` † 3fS` fS, &) ž " žDWfdVhVW Xba_ Zffb,!!a` ↑ WbgTežfdTžad!a` ↑ WbgTel!fUbb!fUbbQ
cbfO#` \$žbVX

G` [hVé[fk aXFVž Sež/\$`" #fžFcd` e[f AdW fW 6VhWab_ W f DWbadžDWfdVhVW Xba_ Zffb,!!i i i ž UfUaYžad!fcd` e!egefVhV!`S` VgeWVg` V[Y!GF3QFA 6žbVX

G` [hVé[fk aXFVž Sež/\$`" #fžFcd` e[f adW fW VVhWab_ W f dWbadžEZWdVS` Efsfja` 3dV\$ B`S` † 6W hVd 5a`adSva, *(ž+žžDWfdVhVW Xba_ Zffb,!!a` ↑ WbgTežfdTžad!
a` ↑ WbgTel!fUbb!fUbbQcbfO#` \$žbVX

G` [hVé[fk aXFVž Sež/\$`" #fžFcd` e[f AdW fW 6VhWab_ W f DWbad, ? aU [YT[dV Efsfja` † 6S^Sel FVž Se, (&ž) žDWfdVhVW Xba_ Zffb,!!i i i ž UfUaYžad!fcd` e!egefVhV!
S` VgeWVg` V[Y!GF3QFA 6žbVX

Gd[S` >S` V 5a` eWhSfackž"\$`" #fž6W hVd fcd` e[f adW fW VVhWab_ W f Xg` VžDWfdVhVW Xba_ Zffb,!!i i i žgd[S` `S` VUžad!VW hVd fcd` e[fžadW fW ž/VhWab_ W fž
_ /

Gd[S` >S` V ;` e[f f g fVž/#++ + fž6VhWab_ W f UseWefgV[Vé, AdV Ua efSfja` žDWfdVhVW Xba_ Zffb,!!g žad!bgT U[Sfja` e!UseVžefgV[Vé!1Y) (* FA 6, \$" F;8, \$"
6[efqUf, \$" 8K, \$" "\$`" #q \$" 3` `gS^ \$" DWbad, \$" #ž\$*

Gd[S` >S` V ;` e[f f g fVž/\$`" #fžG>; 6VhWab_ W f 5SeWefgV[Vé, ? aU [YT[dV Efsfja` , žž žDWfdVhVW Xba_ Zffb,!!g žad!bgT U[Sfja` e!UseVžefgV[Vé!1Y) (*
`

Gd[S` >S` V ;` e[f f g fVž/\$`" #fž6VhWab_ W f 5SeWefgV[Vé, AZ`a` VžZk` ai WfZ 5a__a` ežDWfdVhVW Xba_ Zffb,!!g žad!bgT U[Sfja` e!UseVžefgV[Vé!1Y) (*
`

Lg^at <Z/\$" ## <g^k \$#iBSd] [Y efdSfW [Me XadfdS` e[fZad\W fW VhWab_ W fz? See FdS` e[fz