

## **CORRIDOR STUDY TERMS OF REFERENCE POLICY UPDATE**

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### **EXECUTIVE SUMMARY**

Administration initially presented this project to Council on March 20, 2013 with report TT2013-0212, in response to NM2012-51. Since the report to Council in March, the project team has worked with an internal stakeholder group made up of staff from Land Use Planning & Policy, Transit Planning, Communications and the Corporate Project Management Centre to establish a project charter and schedule.

This report provides an update and details about the project schedule, including adjustments required due to the flood event in June 2013 and engagement blackout period prior to the 2013 election, an overview of engagement events planned in the remainder of 2013 and in 2014 with a summary of the literature review and case study work completed to date.

### **ADMINISTRATION RECOMMENDATIONS**

That SPC on Transportation and Transit recommends that Council:

1. Receive this report for information.
2. Instruct Administration to complete the engagement plan and deliver the Corridor Study Terms of Reference Policy to the SPC on Transportation and Transit no later than July 2014.

### **RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT, DATED 2013 DECEMBER 13:**

That the Administration Recommendations contained in Report TT2013-0794 be approved.

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

At the April 8, 2013 Combined Council Meeting, Council received Administration's Corridor Study terms of Reference Policy Update report (TT2013-0212) in response to NM2012-51. The following recommendations from TT2013-0212 were adopted by Council:

1. Receive this report for information,
2. Direct Administration to report back to the SPC on Transportation and Transit Committee with an update about the Corridor Study Terms of Reference Policy no later than December 2013.

### **BACKGROUND**

In November 2012, The City hosted two open houses showing design concepts and options for a future Crowchild Trail that helped to address key issues identified by survey respondents. At and following the open houses, community members and attendees expressed concerns about potential community impacts due to the possible expansion of Crowchild Trail and how community members were notified of the study and open houses. Concerns were also raised around the level of community engagement during the development of the design concepts by community members who wanted to be involved with the project earlier in the process. Community members also raised concerns that initial consultation did not occur beyond area community associations to include other community members.

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As a result of the issues raised at and following the open houses, City Council presented NM2012-51 to Administration on December 17, 2012. As part of its response to NM2012-51, Administration prepared and presented its Corridor Study Terms of Reference Policy Update report (TT2013-0212) to the SPC on Transportation and Transit on March 20, 2013.

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

Since the report to Council in March, the project team has worked with an internal stakeholder group made up of staff from Land Use Planning & Policy, Transit Planning, Communications and the Corporate Project Management Centre to establish a project charter and schedule. The project schedule divides the implementation of this project into two phases: phase 1 focuses on citizen engagement and phase 2 focuses on policy development. A copy of the project schedule is included as Attachment 1 to this report.

Phase 1 of the project focuses on citizen engagement. Since engagement is at the core of this project, the Engage Resource Unit (ERU) has provided the engagement plan for this project. A copy of the project engagement plan is included as Attachment 2 to this report. This plan outlines the three part engagement process established for this project. The three part engagement plan includes the following:

- Part A – Understanding the ‘As Is’
- Part B – Shared Learning
- Part C – Process Building

Engagement Part A, titled "Understanding the As Is", has been underway since May 2013. During this part of the engagement process, the project team invited community associations and stakeholders who have had prior experience with City transportation projects (including West LRT, 17 Avenue SE, the Crowchild Trail Corridor Study and 16 Avenue North) to provide feedback at facilitated workshop-style engagement events. One workshop session was held on June 20, 2013 but cut short and a second event scheduled for June 22 was cancelled because of the State of Local Emergency due to the flood. After the State of Local Emergency was lifted, the project team discussed opportunities to once again engage stakeholders.

Due to the significant effort in response to and recovery from the flood combined with reduced opportunities to properly engage with community stakeholders during July and August as well as a short window for engagement in September in advance of the engagement blackout period before the election, the project team made a conscious decision to hold additional sessions for Part A of the engagement plan in November 2013. The decision to hold the additional sessions in November was communicated to community stakeholders and to Council through e-mail on August 01, 2013. A save the date e-mail was sent to community stakeholders and Council on September 12, 2013 as a notification of the dates for the additional sessions in November. The additional engagement sessions were held on Nov. 20 and 23, 2013.

At the session in June and the sessions in November,, citizens were asked to share their past experiences with Transportation Planning projects; specifically what they liked and what they did not like about the project processes and engagement. Participants were also asked to provide suggestions about the next stage of engagement for the project.

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Engagement Part B, titled "Shared Learning", will begin in 2014. During this part of the process, the project team will engage citizens through additional sessions in February 2014 to learn about how Transportation can improve the corridor planning and engagement process in the future. These sessions will also allow the project team to communicate to citizens why Transportation undertakes corridor studies, why corridor studies are important and how their feedback helps shape the final outcome of corridor study projects.

Engagement Part C, titled "Process building", is currently planned for Q2 2014. During this part of the process, the project team will work collaboratively with citizens to finalize the development of the Corridor Study Terms of Reference Policy. Citizen and stakeholder input will heavily influence this City policy that will be followed when undertaking future corridor study projects.

Phase 2 of the project consists of a literature review of review of five Calgary based case studies, and development and delivery of the policy. The literature reviews for this project will also draw on best practices of other jurisdictions with respect to how public is involved in decisions related to Transportation Planning Studies.

The literature reviews and case studies are scheduled to be completed prior to the commencement of the Engagement Part B while the policy development has been identified to run concurrently with Engagement Parts B and C.

The case study reviews have looked at the following five Transportation Planning studies: 16 Avenue N Urban Corridor, 17 Avenue Transportation and Land Use Studies, 16 Avenue NE Transportation Planning Study, Crowchild Trail Corridor Study and the West LRT Detailed Design and Implementation Plan. The case study review looked at successes and lessons learned of those previous projects. Some highlights from the successes and lessons learned from previous projects include, but are not limited to:

- Taking a step back is sometimes necessary in order to reevaluate project priorities and success measures.
- Sufficient budget should be allocated for public consultation
- Ensure that communities are being heard and that their concerns and suggestions are being examined.
- Developing a set of tradeoffs with the communities and external stakeholders has proven to be valuable in developing alternatives.
  - Engaging the communities early in the project schedule to hear their concerns.
  - The flexibility to meet citizens, communities, and alderman demands and make changes as necessary.
  - The public's perception of when and how they are engaged plays an important key in the
- engagement process and in the level of trust between the City and the public

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A draft of the Case Study reviews including more details on the process the project followed and lessons learned is included as Attachment 3 to this report.

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

Events for Engagement Part A (currently underway) were to take place on June 20 and 22, 2013. The June 20, 2013 engagement event was held but was cut short due to the State of Local Emergency that was declared during the June flood. In addition, the session scheduled for June 22, 2013 was cancelled due to the flood event. With only one engagement event held in June, the project team discussed the options to reschedule Part A of the engagement plan. The options to reschedule part A of the engagement plan included holding the events either before (September) or after (November) the engagement blackout period before the election. The project team decided to hold the additional engagement sessions in November because of ongoing flood recovery efforts in communities that needed to be engaged, combined with reduced opportunities to properly communicate to community stakeholders during July and August as well as a short window for engagement in September in advance of the engagement blackout period before the election. Additional engagement sessions were scheduled and held on November 20 and 23, 2013. In addition to the June and November engagement events, an online survey was developed and launched in June to allow citizens an additional opportunity to provide feedback about the project. The survey will remain active for the duration of Part A of the engagement plan.

Part B and Part C of the engagement plan will include additional engagement events that will be scheduled in 2014. The focus of these events is to gather citizen feedback in support of the "Shared Learning" and "Process Building" parts of the engagement plan along with the collaborative development of the Corridor Study Terms of Reference Policy.

### **Strategic Alignment**

This report about the Corridor Study Terms of Reference Policy supports the seven transportation goals identified in the 60-year Calgary Transportation Plan (CTP), which along with the Municipal Development Plan (MDP), were created through the Plan It Calgary process.

This report also supports the key priority of "moving people and goods throughout the city efficiently and sustainably" in Council's Fiscal Plan for Calgary; specifically, the directional statements below:

- Align our transportation decisions with the modal split identified in the Calgary Transportation Plan (CTP).
- Focus road investments on chokepoints in the existing road network (e.g. Crowchild between 24 Avenue and Bow Trail).

The new Corridor Study Terms of Reference Policy will also support Council's Fiscal Plan priority area of "becoming a more effective and disciplined organization" by increasing accountability and transparency throughout the organization.

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

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Development and adoption of the Corridor Study Terms of Reference Policy will allow future corridor study plans to be developed in a more citizen-focused manner so corridor plans can better fit with adjacent communities. This policy will also support the development of future corridor study plans to better fit with environmentally responsible guiding principles.

### **Financial Capacity**

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

There are no current or future operating budget impacts associated with this report.

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

There are no current or future capital budget impacts associated with this report.

### **Risk Assessment**

If the Corridor Study Terms of Reference Policy is not completed, corridor studies may not be delivered in a consistent, open, and collaborative manner, and may continue to be completed within a traditional engineering-focused format of identifying the problem, designing the solution, and justifying the solution to the public.

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

There is a need to engage citizens and stakeholders in the development of a policy that will be clear, comprehensive, and effective. A July 2014 date is proposed to allow Administration to complete the engagement plan and deliver the policy.

### **ATTACHMENT(S)**

1. Project Schedule
2. Project Engagement Plan
3. Case Study Review