

## CASE STUDIES

### 16 Avenue N Urban Corridor Traffic Management



#### Project Objective:

The 16 Avenue Urban Corridor Transportation Study was initiated in 2002 to review and update the 1977 Transportation Functional Study that had been completed previously and approved by Council to widen 16 Avenue from four to six lanes. While reviewing the 1977 Functional Study, it became apparent that a traffic management study of the corridor would be necessary to deal with the community issues. The study would accomplish the following:

- Work with eight different communities throughout the corridor to address their individual community traffic issues
- Determine and construct the community traffic management measures necessary between 17 Avenue and 15 Avenue along with the upgrading of the 16 Avenue N.

#### Process Highlights

The study process engaged the public extensively, including local business and residents most directly affected by the widening of 16 Avenue and the proposed land use and urban design policies.

- The study for the corridor consisted of two components: a Traffic Management Plan and a Land Use Policy Plan

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- Traffic management meetings and individual surveys were conducted
- Global engagement was conducted to deal with the corridor as a whole
- A separate set of engagements were conducted with each community to deal with their specific concerns and issues
- Options for traffic management measures were developed on a community by community basis
- The Traffic Management Plan was based on a block by block analysis and the recommendations became part of the construction project

### Stakeholders

The eight communities involved in the study were:

- |                    |                              |
|--------------------|------------------------------|
| ▪ Capitol Hill     | ▪ Winston Heights / Moutview |
| ▪ Renfrew          | ▪ Mount Pleasant             |
| ▪ Tuxedo Park      | ▪ SAIT                       |
| ▪ Crescent Heights | ▪ Rosedale                   |

### Project Status

The Traffic management Plan was approved in 2006 and the Land Use Policy was approved by City Council in 2007. The cost of implement the specific measures identified during the study became a part of the 16 Avenue North construction program budget.

### Successes & Lessons Learned

- Obtained buy-in from the communities and City Council
- Provided measures to alleviate issues anticipated due to the change in traffic patterns
- Regained public trust by providing mitigation measures to address community traffic issues in conjunction with the 16 Avenue Widening Project
- Public engagement and a firm understanding of community issues and concerns is crucial to the success of transportation planning and construction projects
- Taking a step back is sometimes necessary in order to reevaluate project priorities and success measures
- Every Community is unique and experiences traffic issues differently; community solutions to project and study issues should reflect the unique community fabric, traffic patterns, and acceptability of project impacts.

## Case Studies

## 17 Avenue Transportation and Land Use Studies



## Project Objective:

To identify a transportation / transit corridor that:

- Connects the downtown with the east freeway and promotes walking, cycling, and transit
- Complements the land use concept plan for land use adjacent to the corridor between Deerfoot Trail and 52 Street SE

## Process

The transportation planning study of 17 Avenue SE was timed to that it can be integrated with the Land Use Concept Plan to ensure coordination among the varying components of development of the corridor. Key components of the process were as follows:

- The project was conducted under the guidance of the a Technical Review Committee with representation from Transportation Planning (TP), Transit, Roads, Communications, Land Use Planning & Policy (LUPP), Transportation Infrastructure, Transportation Solutions, and the Consultant Team
- TP and LUPP worked together to coordinate activities for the two projects
- Brainstorming sessions were held with TP, LUPP, consultants and City staff from various business units were held with TP

## Case Studies

- Prepared a master schedule (LUPP and TP) and coordinated activities for seamless flow
- Formed two community advisory groups for consultations
- Modified the project schedule and added additional activities to the project to meet stakeholders and citizens needs to accommodate community concerns
- Collaboratively worked with Transit
- Conflict resolution workshops for internal stakeholders were held throughout the project for consensus building on the alternatives

### Stakeholders

- Business Revitalization Zones
- Community Advisory Groups
- Area Aldermen
- Staff from various City Business Units
- Alberta Transportation

### Project Status

The study was completed in 2011 and City Council has approved the study recommendations and directed Administration to identify a funding source for the project. The proposed corridor promotes transit service and is expected to double ridership by 2035.

### Successes and Lessons Learned

- Ensuring communities felt like they were being heard and their concerns and suggestions are being examined
- Listen to the communities' and stakeholders' concerns and respond in a timely fashion
- Ensure the stakeholders' interest does not dwindle through the study process
- Keep the options open for detailed discussion with the communities and stakeholders
- Obtained buy-in from the communities and aldermen
- Holding joint brainstorming sessions provides opportunities to the collaborating departments to learn each other's constraints and design standards
- Collaboration with Roads, Land Use Planning & Policy to establish preferred cross sections and gain consensus
- Sufficient budget should be allocated for public consultation on transportation projects
- Frequent meetings between TP and LUPP resulted in better understanding and brought them closer to each other
- Initial learning curve in the collaboration process between TP and LUPP and understanding each other's issues and constraints

## Case Studies

## 16 Avenue NE Transportation Planning Study



## Project Objective:

The objectives of the study are:

- Determine the design and configuration of a future interchange at 16 Avenue and 19 Street NE while considering the proximity to the existing interchanges at Deerfoot Trail and Barlow Trail
- Identify opportunities to enhance walking, biking and transit connections

## Process

- Meetings were held with area businesses and community representatives to introduce the project, seek input on the engagement process, and gather information on transportation issues in the area
- Stakeholders identified their top priorities and objectives for the corridor with the aid of the consulting team and City Administration
- Alternatives were developed based on stakeholders feedback and input
- Alternatives were presented to community representatives and interested stakeholders, who were then encouraged to provide their comments and feedback in a workshop style environment.

## Stakeholders

- Special interest group representatives
- Adjacent communities and businesses



## Case Studies

- Community Advisory Group

### Successes and Lessons Learned

- Engaging the communities early in the project schedule to hear their concerns.
- Developing a set of trade-offs with the communities and external stakeholders proved valuable in developing alternatives.
- More to be updated upon completion of project

## Case Studies

## West LRT Detailed Design and Implementation Plan



## Project Objective:

The project includes:

- 8.2 kilometer of track between downtown and 69 Street SW
- Six new light rail transit (LRT) stations and a revamped bus network in 21 communities
- Construction of a new interchange at 17 Avenue and Sarcee Trail SW
- Relocated High School

## Process

- Alignment plans from the 1970s were reviewed and adjusted then presented to Council.
- A construction completion date of December 2012 was chosen at the beginning of the project as a firm unmovable deadline.
- In February 2008, property acquisition letters were mailed to applicable residents and businesses followed by a public open house showing line drawings of the LRT route and station locations.
- Properties had to be acquired right away and short notice was given to those impacted.
- The LRT alignment was altered twice due to public feedback and community lobbying. The modifications were approved by Council and resulted in an additional cost of approximately \$80 million to the project.
- Engagement on the LRT alignment occurred between February and June 2008.
- Engagement on public engagement plan occurred between June 2008 and January 2009
- Five community committees were extensively engaged to design the six stations and urban design elements.
  - Engagement was held from August 2008 – April 2009
  - All five communities attended a kickoff and the wrap up meeting

## Case Studies

- 3 individual meetings were held with each community for the design of their specific station
- The communities were also involved in developing the engagement plan and citizen committee group
- Further engagement was conducted from September 2008 – June 2009 in regards to the urban design concepts (noise, land, aesthetics) and station design
- Construction began in the spring of 2010 with engagement on „inform’ and “listen and learn” levels only
- Separate engagement on the bus routing led by Calgary Transit (2010-2012) and landscaping led by West LRT project team (2012) continued throughout the project

### Stakeholders

- Five „station’ communities: Sunalta, Shaganappi, Westbrook, 45 Street, Sirocco/69 Street
- Internal City business units (Transit, Transportation Infrastructure, Transportation Planning, Roads, Land Use Planning & Policy, Corporate Properties, Communications)

### Project Status

The West LRT project was completed and opened for transit service on December 10<sup>th</sup> 2012 as scheduled. The total cost is estimated at \$1.4 billion. The new line features six new stations - including the first underground and elevated stations, two major bus terminals and three park and ride lots with over 1,200 parking stalls.

### Successes and Lessons Learned

- The engagement process for the project design (pre-construction) was extended by 6 months from what was originally anticipated due to originally engaging at the “Inform” level regarding the LRT alignment.
- The loss of trust from communities and citizens due to the “Inform” level of engagement at the beginning of the project resulted in a loss of trust and scepticism from communities throughout the project’s lifecycle, which resulted in more meetings and resources committed to engagement than what was originally scheduled, during the project’s lifecycle and into 2013. This also increased the cost of certain items of the project.
- Eventual buy-in from the communities on the alignment and station design
- The flexibility to meet citizens, communities, and alderman demands and make changes as necessary.
- While the project never came to a „stand still’, modifications needed to be made to meet public demand; thus increasing project costs.
- Immediate land acquisition has huge impacts on project budget and schedule as well as building distrust between the public and the City.

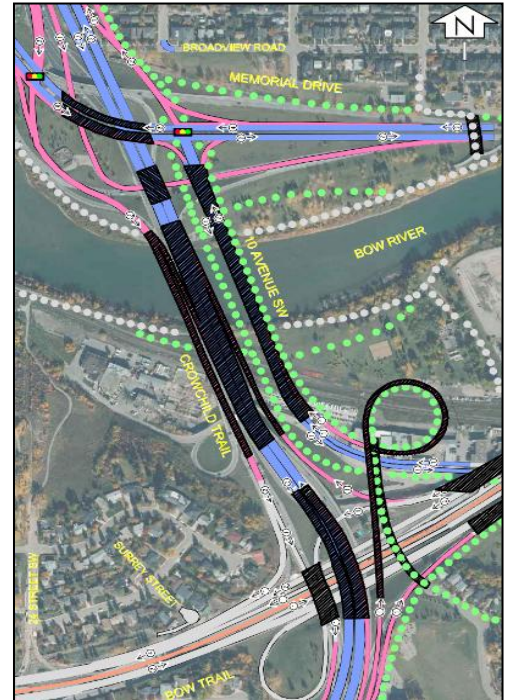


## Crowchild Trail Corridor Study

### Project Objective:

The overall objective of the study is to establish a long term vision for the Crowchild Trail corridor from 24 Avenue NW to 17 Avenue SW that provides recommendations for future roadway upgrades accommodating all modes of travel while maintaining connections to adjacent communities and amenities. The sub objectives were as follows:

- Recommendations must align with CTP/MDP
- Study must take into account the recommendations of adjacent Area Redevelopment Plans
- Study must account for the long term needs for all modes of travel with the view of providing enhanced transit services in the corridor
- The study should consider the need to provide appropriate access to the adjacent residential communities and businesses



### Process

- The study was awarded to one primary consultant who worked closely and cohesively with a sub consultant.
- The project scope was divided into two segments internally within the project team but was presented to the public as one.
- An online survey was conducted in the early stages of the project to gather input on the existing use and concerns by users of the corridor. There were a total of 4,208 survey responses.
- Based on the survey responses, the consulting team completed a technical analysis along the corridor and chose possible alternatives based on that analysis.
- Select stakeholders were engaged before the development of alternatives.
- Alternatives were presented to the public in two well attended open houses.
- The project was placed on hold per council directive after concerns were raised by the public over the presentation of the alternatives.

## Stakeholders

- City of Calgary Recreation (land steward of the Foothills Athletic Park)
- Business owners directly adjacent to Crowchild Trail
- University of Calgary
- Calgary Board of Education
- Neighbouring churches (located at 2526 24 Ave NW and 2424 24 Ave NW)
- Banff Area Redevelopment Group

## Project Status

City Administration has been directed to cease all work on the corridor study in a Notice of Motion at the Regular Meeting of Council on December 17, 2012. The City has been asked to revisit the general corridor study process and how best to engage citizens and report back to the Transportation and Transit Committee and Council on a new corridor policy.

## Successes and Lessons Learned

- The survey was well administered and provided good feedback
- Having one primary consultant with a sub consultant rather than two separate consultants provided better cohesion
- The Technical work completed by the consulting team was very good and included analysis of options that were discounted early in the process due to technical reasons and not presented to the public
- Geographically large project with complicated characteristics are difficult to portray and illustrate to the public in an open house format
- 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
- The choice of engagement with the public has the potential to derail projects and negatively impact time and budget constraints (as was the case with the Crowchild Trail Corridor Study).
- Time and Resources need to be included in the schedule and budget so that the project team can:
  - Present project goals and objectives to the stakeholders and the public
  - Listen to stakeholders and individuals impacted by the project
  - Document feedback received from stakeholders and individuals impacted by the project

- Provide responses to feedback and concerns received from stakeholders and individuals impacted by the project
  - Incorporate feedback and concerns into plans (if possible)
- Presentation of alternatives should be visual and easy to understand as well as needing to have a clear definition that they are options for possible alternatives and not the preferred final option.
- Open houses are not always the best or only way of presenting information to the public, as illustrated by this complex project.