

An overview of the school site traffic safety review work completed by MMM Group Ltd. as well as the composition of the steering committee that oversaw the work are provided in the excerpts from the Calgary School Sites Review report that are included below.

EXECUTIVE SUMMARY

The City of Calgary Council directed Land Use Planning and Policy to complete a review of Calgary Board of Education (CBE) and Calgary Catholic School District (CCSD) schools regarding school safety issues associated with the operation and functioning of existing and recently constructed school sites. This review aimed to identify these safety issues and to propose a range of recommendations to address issues concerning pedestrian safety, staff and parent parking, and student pick-up and drop-off areas. The issues identified in this review would result in a broad range of high level recommendations that could be used to inform the overall standards and guidelines for school site design and potential redesign or redevelopment of existing school sites. Due to the multifaceted nature of school sites and the number of stakeholders involved in their operation these recommendations would necessarily be broad-based and high-level in order to encourage innovative approaches and collaborations, seeking to resolve safety concerns and ensure that future school site design mitigates current school safety issues.

The MMM Team (MMM) was commissioned by the City of Calgary (City) through RFP # 13-1617 to undertake a School Sites Safety Review of 21 schools located throughout the City. The schools represent both Calgary Board of Education (CBE) and Calgary Catholic School District (CCSD) facilities, and consisted of elementary, middle/junior, and high schools. The 21 schools were selected through joint discussions between the City, CBE and CCSD. The schools selected for evaluation are as follows:

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| ▶ Acadia School | ▶ Panorama Hills School |
| ▶ Alexander Ferguson School | ▶ Royal Oak School |
| ▶ Cardinal Newman School | ▶ Sam Livingston School |
| ▶ Centennial High School | ▶ Samuel W. Shaw School |
| ▶ John W. Costello School | ▶ St. Brigid School |
| ▶ King George School | ▶ St. Cyril School |
| ▶ Lester B. Pearson High School | ▶ St. Francis High School |
| ▶ Mother Mary Greene School | ▶ St. Isabella High School |
| ▶ Monsignor J. J. O'Brien School | ▶ Sunnyside School |
| ▶ Olympic Heights School | ▶ Terry Fox School |
| ▶ Our Lady of Fatima School | |

The MMM team worked with the City of Calgary's Communications staff in the development of a project Communications Plan as well as a separate Stakeholder Engagement Plan that followed the City's *engage!* policy. The City also established a Project Working Group (PWG) that included internal stakeholders from a variety of City Departments and other external agencies to provide input to the MMM team throughout the course of the project.

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The Stakeholder Engagement Plan took a multi-faceted approach that included online engagement using a tool called MetroQuest, allowing stakeholders to provide direct input on issues and solutions around the 21 school sites 24 hours a day, 7 days a week at the stakeholders' convenience. Key stakeholders in this study consisted of internal City departments, external organizations having a vested interest in school sites and travel, and the end user. Internal and external stakeholders consisted of a diverse team of representatives from various agencies (see section 2.4 and 2.5) ranging from internal City of Calgary departments, school boards, provincial government and the development industry. The key end user stakeholders included the school principals and faculty, school bus companies, adjacent community members, and parents and students of the schools reviewed.

In addition to the online tool, other engagement activities included:

- ▶ Phone interviews with key external stakeholders, identified in Section 2.5 of this report;
- ▶ Walking tours during one or several of the school peak periods with school principals, Calgary Police staff and other stakeholders;
- ▶ Road side surveys at specific schools where the MMM team felt additional stakeholder engagement was necessary; and
- ▶ In-person workshops hosted at five school site locations across the city, to solicit input on identified issues and ideas for solutions.

Generally, some of the common issues identified by stakeholders and the MMM Team at the 21 school sites consisted of the following:

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| ▶ Traffic Congestion | ▶ Speeding |
| ▶ U-Turns | ▶ Illegal Parking / Double Parking /
Parking on Crosswalks |
| ▶ Pedestrian and Cyclist Safety /
Accessibility | ▶ Insufficient Parking both on the
roadway and on school property |
| ▶ Parent Pick-up/Drop-off in
undesignated areas such as
bus/transit zones, No Parking areas,
staff parking lots, neighboring
businesses / land uses | ▶ Residential Driveways / Garages
Blocked |
| ▶ Jaywalking | ▶ Limited/delayed School Bus and/or
Transit Service |
| ▶ Winter Maintenance on Roadways
and Sidewalks | ▶ Disregard for regulatory signage,
school patrollers and other
designated authorities on site |

As part of this project, the MMM team also conducted an extensive review of available literature related to school safety, school design, active transportation safety and mobility as well as other related materials. A full list of the documents that were reviewed is included in this report (see

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section 5.0). The development of recommendations for each of the 21 schools were generally based upon the following:

- ▶ Information gathered from the literature review:
 - ▶ This includes conceptual ideas and policies that may not currently be in practice in the City of Calgary, but may be adoptable;
- ▶ Experience of the MMM project team members conducting similar school studies throughout North America;
- ▶ Input from internal and external stakeholders; and
- ▶ Existing school sites in Calgary.
 - ▶ This includes identifying issues that are not present at specific schools, analyzing potential measures already in place that may be preventing these issues from occurring, and looking to replicate that mitigation measure at other schools. This technique has the added advantage of implementing solutions already familiar to Calgarians which may reduce the education component when implemented.

The recommendations development process followed the principle of the four E's – Engineering, Education, Encouragement, and Enforcement. Each of these four areas was explored as specific issues were addressed, and in many cases, multiple recommendations were necessary to address these areas of concern.

As a second phase of this project, the MMM project team was tasked to develop a Toolkit of recommendations and solutions that the City, CBE and CCSD could apply to address similar issues identified at both existing schools as well as future school sites. This will appear as a secondary report to the City – the Toolkit. Many of the potential solutions for these 21 schools were based upon application of mitigation measures developed within this Toolkit.

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2.4 Project Working Group

A PWG was formed as part of this project as preliminary list of internal project stakeholders. Members of the PWG were selected by the City and consisted of the following departments and agencies:

- ▶ Alberta Education
- ▶ Alberta Infrastructure
- ▶ Calgary Board of Education
- ▶ Calgary Catholic School District
- ▶ Calgary Police Service
- ▶ City of Calgary, DBA
- ▶ City of Calgary, Land Use Bylaw
- ▶ City of Calgary, Land Use Planning & Policy
- ▶ City of Calgary, Land Use Planning & Policy, Urban Design
- ▶ City of Calgary, Land Use Planning & Policy, Site Planning
- ▶ City of Calgary, Law
- ▶ City of Calgary, Parks
- ▶ City of Calgary, Roads
- ▶ City of Calgary, Roads, Traffic Engineering (Traffic Safety)
- ▶ City of Calgary Transportation Planning, Development Services
- ▶ City of Calgary, Transportation Planning, Solutions
- ▶ Federation of Calgary Communities
- ▶ Urban Development Institute

Representatives of the PWG were invited to various walking tours conducted at school sites. Meetings with the PWG were held periodically for the duration of the School Sites Review to provide project updates and to solicit input on the project. Specifically, meetings were held on the following days and times:

- ▶ Project Working Group Meeting #1 – Project Initialization
Wednesday, October 30, 2013, 2:30 PM – 3:30 PM
- ▶ Project Working Group Meeting #2 – Issues Identification Summary
Tuesday, April 15, 2014, 1:30 PM – 3:30 PM
- ▶ Project Working Group Meeting #3 – Solutions Identification Summary
Wednesday, June 25, 2014, 9:00 AM – 11:00 AM
- ▶ Project Working Group Meeting #4 – Toolkit Review
March 26, 2015, 1:30 PM – 3:30 PM

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2.5 Additional Stakeholders

In addition to the PWG, several other individuals, agencies, non-profit / civic organizations and groups were identified as key stakeholders on the School Sites Review project and are noted below.

- ▶ Southland Transportation
- ▶ First Student Canada
- ▶ Alberta Health Services
- ▶ Alberta Transportation
- ▶ Alberta Transportation Office of Traffic Safety
- ▶ Alberta Motor Association (AMA)
- ▶ Ward 3 Councilor (Honorable Jim Stevenson)
- ▶ Ward 2 Councilor (Honorable Joe Magliocca)
- ▶ The Calgary Association of Parents and School Councils
- ▶ City of Calgary, Transportation Planning, Livable Streets Division
- ▶ Calgary Transit
- ▶ Calgary Parking Authority
- ▶ Active and Safe School Travel (ASST)
- ▶ School Principals (for each of the 21 schools)

Phone interviews were conducted with each of these additional stakeholders to understand their past and current roles on school-related transportation safety issues, perceptions / expectations related to current concerns with transportation safety and what their primary objectives and expected outcomes are for the School Sites Review project.

Based on the responses received, the MMM team developed the following word cloud of issues and concerns (see Figure 2.1).