Crowchild Trail Corridor Study

Roadway Classification: Skeletal Road
Adjacent Land Uses: Established Residential, Inner City, Major Activity Center

Project Objective:

Crowchild Trail is a skeletal road and the primary north-south link across the west side of Calgary and connecting to major destinations across the city. This was identified as early as 1959 and has been confirmed through a number of transportation plans over the past decades, including the 1978 plan for Crowchild Trail and in Calgary's 60-year Calgary Transportation Plan (CTP).

Start Date: February 2010
Re-scoped: August 2014
Completion Date: April 2017
% of Budget for Engagement: 55%

Over the next 30 to 60 years, Calgary's population is expected to more than double. The Crowchild Trail Study was initiated to address issues on Crowchild Trail today and accommodate its long-term transportation needs as Calgary's population grows in the coming decades.

Some key issues and challenges that were addressed by the Crowchild Trail Study include:

- Traffic merging and weaving on the bridge over the Bow River and at intersections along the corridor
- Bottlenecks that have resulted from high volumes of traffic, lane reductions, and lane changes in short distances (e.g. Bow River Bridge) along the roadway
- Balancing what's important to communities that border the study area and the needs of Calgary's transportation network
- Identifying upgrades for the Crowchild Trail corridor that will support its role in the Calgary Transportation Plan

Corridor Characteristics:

Crowchild Trail is a skeletal road that carries a large amount of vehicular traffic and supports the transportation needs of people and the movements of goods city-wide. It is also an important transit corridor and has been identified as part of the Primary Transit Network, providing for frequent, fast, and reliable bus service. It is also a primary route for the delivery of emergency response and health services for Calgarians and southern Alberta and it connects key destinations including universities, shopping centres, stadiums and hospitals. Crowchild Trail is also an important river crossing for a wide area of the city.

The Crowchild Trail Corridor Study encompassed the length of the corridor from 24 Avenue N.W. to 17 Avenue S.W. South of the river, Crowchild Trail was designed as a skeletal road and is accessed via interchanges. North of the river is the older segment of the corridor, and there are a number of at-grade intersections and commercial access points. The residential neighbourhoods on either side of the corridor are built quite close. The corridor varies between a four and six lane divided cross section and carries between 81,000 and 107,000 vehicles per day.

Study Process:

The Crowchild Trail Study was first initiated in 2010; the project team examined the role and function of Crowchild Trail, developed preliminary design concepts and presented them to the public in Fall 2012 for discussion. At that time, public concerns were raised regarding the potential impacts of the options and the perception that the opportunity for input and influence had already passed. This resulted in Council's Notice of Motion 2012-51 which stopped work on the Crowchild Trail Corridor Study and directed the creation of a new policy that would guide how corridor studies are conducted, including an engagement process that seeks the public's input before design concepts are developed. The Transportation Corridor Study Policy was approved in July 2014, and the Crowchild Trail Corridor Study was re-initiated and re-scoped to align with the Transportation Corridor Study Policy.

In developing the revised study process, the following were taken into consideration:

- Outcomes of the study are perceived to be of high risk to those who live in adjacent communities – risks to their home, community and livelihood
- The 2010-2012 iteration of the study left a strong, negative impression amongst community members. There was a prevailing sense that The City's engagement efforts were only lip service to the public – that decisions had already been made and The City was not truly asking for meaningful input
- There were two key positions among stakeholders – adjacent communities and commuters – with opposing interests

Three key principles from the Transportation Corridor Study Policy formed the foundation of the study process:

- Key Principle #1: Maintain and enhance bordering communities
- Key Principle #2: Improve travel along the corridor

- Key Principle #3: Improve mobility across the corridor

Given these considerations, a six phase study process was developed, which would include appropriate engagement at each phase, as required by the Transportation Corridor Study Policy. Engagement throughout the study maintained a focus on building participant and project team understanding of differing perspectives relating to Crowchild Trail and how to balance those within the parameters of the study.

The revised study process is outlined in **Figure 1** and elaborated on below:

Figure 1 – Engagement Process Diagram Used During Study

Phase 1: Engagement Process Design

Phase 1 was about determining how to engage communities and Calgarians throughout all phases of the Crowchild Trail Study. An engagement design team (EDT) was established to work with the project team to develop an engagement process for the project. Engagement events were selected to facilitate focused discussions with key stakeholders representing diverse perspectives including neighbouring communities, the broader community of Calgary, differing socio-demographics and different types of Crowchild Trail users.

Engagement events during Phase 1 consisted of 3 EDT Workshops with **18 attendees** and online participation, with approximately **500 respondents**.

Phase 2: Confirm Project Goals

The second phase of engagement was about understanding what was important to stakeholders when thinking about maintaining and enhancing bordering communities, and improving travel along and across the Crowchild Trail corridor. The project team worked with stakeholders and Calgarians to develop goals and measures that defined success for the project. Engagement events were to obtain feedback from a broad audience.

Engagement events during Phase 2 consisted of 25 workshops, bus and walking tours and community events; 3 rounds of online participation; and 2 open houses; drawing over **850 participants** online.

Phase 3: Concept Identification

The third phase of engagement was about identifying and evaluating ideas on possible changes to Crowchild Trail. Engagement events were selected to provide opportunities for the two-way sharing of ideas from a broad audience.

Engagement events during Phase 3 consisted of 6 stakeholder and public workshops, 2 rounds of online participation, 7 public drop in sessions, 5 idea boards and 6 stakeholder and public open houses; over **500 unique ideas** were submitted.

Phase 4: Concept Evaluation

The fourth phase of engagement was about evaluating the preliminary concepts for Crowchild Trail. Engagement events were selected to provide opportunities for input from a broad audience.

Engagement events during Phase 4 consisted of 7 stakeholder and public workshops, 3 walking tours, 3 drop-in events and online participation; over **9,500 participants** submitted online evaluations.

Phase 5: Concept Selection

The fifth phase of engagement was about presenting the draft recommended short, medium-long term and long-term plans for evaluation, with participants being asked to identify strengths and weaknesses of the plan in order to help the project team refine and finalize the plans. Engagement events were selected to obtain input from a broad audience.

Engagement events during Phase 5 consisted of 9 open houses and drop-in events and online participation; over **780 participants** attended in-person events and over **6,700 users** participated online.

Phase 6: Reporting and Completion

The sixth and final phase of engagement was to review and refine the recommended concepts and verify that the project goals were met. Engagement events were selected to facilitate the sharing of information with a broad audience.

The Phase 6 engagement events consisted of 2 public open house and online participation; approximately **180 participants** attended the open houses.

Alignment with Corridor Study Policy:

The Crowchild Trail Corridor Study was re-scoped after work on the project was stopped in order to create the Transportation Corridor Study Policy. **Table 1** below summarizes the study's original and revised alignment with the policy:

Table 1 – Policy Alignment

Policy Point	Alignment	Notes
Use of a multi-faceted communications approach	Original Scope: 	• Engagement events consisted of: o Open houses o Workshops o Bus and walking tours o Drop-in community events o Internal and external stakeholder meetings o One-on-one meetings o Online participation

Policy Point	Alignment	Notes
	Revised Scope: 	○ Community idea boards • Communications tools included: ○ Email distribution list ○ Bus shelter ads ○ Radio ads ○ Project video / Report to Calgarians ○ Digital Display Units ○ Community Association newsletters ○ Direct mailing ○ Project website ○ Roadside signs ○ Social media
Appropriate level of engagement based on: • Classification of corridor • Impact to surrounding community • Engage! policy	Original Scope:  Revised Scope: 	• The original scope for engagement was focused on the classification of the corridor as a Skeletal Road and assumed and understanding and acceptance of the project objectives based on Crowchild Trail's function as a high volume network road • The revised scope developed an engagement process that accounted for both the classification of the roadway and the impacts to the surrounding communities by bringing different perspectives to the table • The revised scope provided additional engagement opportunities, more detailed information to aid in understanding project objectives and superior responsiveness in incorporating feedback into option development, evaluation, selection and refinement
Provide clear definitions of desired outcomes and tradeoffs for all modes	Original Scope:  Revised Scope: 	• The classification of Crowchild Trail as a Skeletal Road focused the original scope on the benefits of the concepts for the movement of vehicles • The revised scope outlined benefits and tradeoffs for all modes, and looked for opportunities to enhance mobility, connectivity and access for pedestrians and cyclists along and across the corridor

Policy Point	Alignment	Notes
Work with stakeholders to identify existing and potential issues	Original Scope:  Revised Scope: 	• The original scope included an online survey at the project outset which allowed for input from stakeholders regarding existing issues and concerns. However, there was no follow up indicating how those concerns were being incorporated into the project or addressed in the concepts developed, nor was there any opportunity for face-to-face discussions with stakeholders and concerned citizens. • The revised scope numerous in-person opportunities for engagement throughout the project process, including bus and walking tours, community drop-in events and community idea boards. The project team incorporated and addressed existing and potential issues as brought forward by stakeholders and the public and was very transparent in sharing the reasons why some feedback could not be incorporated.
Develop concepts that: • Preserve the integrity of adjacent communities • Identify community improvements • Minimize negative impacts • Include a 'do nothing' concept • Including staging/prioritization for interim and ultimate solutions	Original Scope:  Revised Scope: 	• The original concepts prioritized the project objectives of increasing corridor capacity over the minimization of property impacts, did not identify short-term community-level improvements and were not reflective of an understanding of community priorities and needs • The project team worked closely with stakeholders under the revised scope to develop options which would better reflect the specific needs of certain segments of the corridor and managed to minimize property impacts while achieving project objectives • The project team worked closely with stakeholders under the revised scope to include recommendations for improvements that would benefit neighbouring communities, such as enhanced green spaces, better pedestrian and cyclist mobility across the corridor, and addressing noise concerns through concept refinements
Communicate timelines / triggers for each concept	Original Scope: 	• The final open house focused messaging on the long term plan which is currently without specific timing

Policy Point	Alignment	Notes
	Revised Scope: 	

 Strong alignment  Moderate alignment  Weak alignment

Project Status

The Crowchild Trail Corridor Study was completed in late 2016 with Council approval of the short- and long-term recommendations obtained in April 2017.

Successes and Lessons Learned

The Crowchild Trail Corridor Study saw the following **successes**:

- Feedback from the public on the engagement process shifted very clearly from Phase 1, with lingering trust issues from the 2010-2012 iteration, to Phase 6, where the majority of feedback received indicated acceptance of project outcomes, satisfaction with engagement opportunities and an overall sense of process transparency and trust
- Final recommendations which achieve the project objectives, similar to those of the 2010-2012 iteration, but enhanced to better serve the adjacent communities and provide 'value-added' improvements to local, community-level issues and concerns

The Crowchild Trail Corridor Study provided the following **lessons learned**:

- Early in the process, the project team received criticism for limiting the size of the Engagement Design Team in Phase 1. Those who criticized the process felt excluded because they did not have the opportunity to provide input, which in turn contributed to their sense of distrust. The project team was responsive to this concern and offered an online questionnaire available to the public for input on engagement.
- The project team made a commitment to demonstrating how stakeholder input was used, or if it could not be used, why not. This proved to be a vitally important step to building trust with stakeholders and to building confidence with the project team's ultimate recommendations.
- The engagement process was designed to give equal consideration to all points of view and to create an environment where stakeholders could hear different perspectives and help find common ground. Furthermore, no additional weight was given to responses that were heard more frequently. This was aided by focusing on the 'why' (for example: benefits, impacts, constraints and trade-offs) as much as the 'what'.
- Given the wide area and complex nature of the study, there was a potential risk of 'information overload' for stakeholders. The engagement process helped manage this by focusing discussion

on specific topics at specific times in the study, and by progressively building a Project Library of background information, project information, and historical data that was available at all times.

Shaganappi Trail North Corridor Study

Roadway Classification: *Arterial Street, Skeletal Road*
Adjacent Land Uses: *Established Residential, Inner City, Major Activity Center, Community Activity Center*

Project Objective:

Transportation Planning conducted a study of the Shaganappi Trail corridor between north of 16 Avenue and Stoney Trail. The study looked at how best to accommodate all modes of transportation (walking, cycling, transit and driving), including High Occupancy Vehicle (HOV) lanes, in a long-term vision for Shaganappi Trail.

Start Date: *February 2012*
Re-scoped: *February 2013*
Completion Date: *February 2015*
% of Budget for Engagement: *21%*

The Shaganappi Trail study was made up of two components:

1. Corridor Study from north of 16 Avenue N to Crowchild Trail N.W.
2. HOV Implementation Study from north of 16 Avenue N to Stoney Trail N.W.

The Study was undertaken after the 2009 Calgary Transportation Plan re-designated Shaganappi Trail from a Skeletal Road to an Arterial Street south of Crowchild Trail N.W. and identified Shaganappi Trail as part of the Primary Transit Network, Primary HOV Network and Primary Cycling Network. As such, a new plan that recognized the desired characteristics of the roadway was required.

The Shaganappi Trail Corridor Study was also required in order to consider other planning initiatives in the area such as the University of Calgary Master Plan, West Campus Master Plan and South Shaganappi Communities Area Plan. An analysis of future traffic volumes indicated that by 2039 traffic volume increases on Shaganappi Trail would be 40 percent over capacity if no changes were made to the existing roadway configuration, potentially creating gridlock conditions and unreliable transit service. For this reason, a full evaluation of the future HOV lanes on Shaganappi Trail was completed.

The purpose of this study was two-fold:

1. To align future corridor plans for Shaganappi Trail with the Calgary Transportation Plan (CTP) and land use plans.
2. To develop a long-term vision for Shaganappi Trail that accommodates all modes of transportation and is integrated with surrounding communities and land uses.

Corridor Characteristics:

The Shaganappi Trail corridor transitions through a number of adjacent land use types. At the south end, the inner city community of Montgomery is on the west side; on the east side is a Major Activity Centre which houses the Alberta Children's Hospital and the University of Calgary West Campus. Moving north, the corridor travels through several commercial and established residential zones, and forms the western border of Nose Hill Park, a significant urban natural environment park.

The Shaganappi Trail corridor has generally four core lanes, although it widens to five or six lanes in some areas. Overall, the existing right-of-way varies between 45 m and 65 m. The constrained section is located between 40 Avenue N and Crowchild Trail. This segment accommodates not only Shaganappi Trail itself, but also parallel residential frontage streets on both sides of the corridor. These residential frontage streets currently provide for two-way driving plus on-street parking.

Existing access along the corridor is well controlled with appropriate spacing between intersections. As a former skeletal road, active modes are not well accommodated along Shaganappi Trail, with discontinuous sidewalks or pathways. Access across Shaganappi Trail is provided at signalized intersections as well as via three pedestrian overpasses.

Study Process:

The Shaganappi Trail North Corridor Study was initiated in February 2012 (prior to the creation of the Transportation Corridor Study Policy) and was scoped in the traditional manner of conducting corridor studies. Internal and external stakeholder meetings were held early in the process and informed the development of options, which were then presented to the public for feedback. External stakeholders primarily included representatives from Community Associations and businesses.

The first open house was held in late 2012 and presented preliminary concepts for the corridor. There were significant concerns raised by landowners impacted by potential widening of Shaganappi Trail in the constrained section between 40 Avenue N.W. and Crowchild Trail. These concerns coincided with Council's direction that Administration review requirements for corridor studies, particularly how The City would consult with communities and stakeholders to minimize impacts to adjacent land uses and develop options for staging and prioritizing interim and ultimate solutions.

The project team took this opportunity to re-scope the Shaganappi Trail North Corridor Study in Q1 of 2013 to better engage a broader cross section of the community with respect to concept development and evaluation.

The revised study process is outlined in **Table 1** and elaborated on below:

Table 1 – Engagement Process Table Used During Study

Phase	Purpose	Dates
1	Stakeholder introduction	July 2012
2	Public introduction and review of preliminary concepts	Oct / Nov 2012
3*	Community conversations to review preliminary concepts	March / April 2013
4*	Community conversations to review refined options	Oct / Nov 2013
5*	Review recommendations with adjacent homeowners	Feb / April 2014
6	Open House to review recommended plan	May 2014

* Additional phases as a result of project process re-scoping

Phase 1: Stakeholder Introduction

The initial phase of engagement occurred at the outset of the study, to meet with internal and external stakeholders identified by the project team. The purpose of the meetings was to introduce the study, establish lines of communication, and obtain initial input on the scope of the corridor study. Engagement events were selected to reach a specific group of identified stakeholders.

Engagement events during Phase 1 consisted of internal and external stakeholder meetings.

Phase 2: Public Introduction and Review of Preliminary Concepts

The second phase of engagement kicked off the broader public engagement component of the study, and included initial review of preliminary corridor concepts. Engagement events were selected to share information with a broad audience.

Engagement events during Phase 2 consisted of internal and external stakeholder meetings, a public open house and online participation; approximately **130 participants** attended the open house.

After Phase 2, the project was re-scoped to better reflect the objectives and direction of the new Transportation Corridor Study Policy that was being developed.

Phase 3: Community Conversations to Review Preliminary Concepts

The third phase of engagement was included to allow participants the opportunity to better understand the study and concepts presented during Phase 2. The Community Conversations were intended to identify and prioritize public suggestions and ideas. Engagement events were selected to provide opportunities for two-way dialogue with focused groups representing a broad audience.

Engagement events during Phase 3 consisted of internal and external stakeholder meetings, a site tour, and 2 Community Conversations; over **100 participants** attended the Community Conversations.

Phase 4: Community Conversations to Review Refined Options

The fourth phase of engagement involved a review of refined options that were developed in response to prior public input and continued technical evaluation. Engagement events were selected to share information with stakeholders and obtain input from a broad audience.

Engagement events during Phase 4 consisted of internal and external stakeholder meetings and 2 Community Conversations; over **80 participants** attended the Community Conversations.

Phase 5: Review Recommendations with Adjacent Homeowners

The fifth phase of engagement was undertaken in response to requests for individual meetings from several homeowners most directly impacted by the recommendations. Engagement events were selected to provide opportunities for two-way dialogue with focused groups.

Engagement events during Phase 5 consisted of one-on-one meetings and an invite-only Community Conversation; over **40 participants** attended the Community Conversations.

Phase 6: Open House to Review Refined Plan

The sixth and final phase of engagement was to present the recommended plans to the public and receive input prior to finalization of the study. Engagement events were selected to facilitate the sharing of information with a broad audience.

The Phase 6 engagement event was a public open house; approximately **180 participants** attended.

Both the engagement and technical components of the study process were expanded to include:

- Additional opportunities for key stakeholders to participate in Community Conversations
- Additional iterations of revised options to include public feedback and provide opportunities for evaluation against project objectives and resident priorities

Alignment with Corridor Study Policy:

The Shaganappi Trail North Corridor Study was re-scoped after the first round of public engagement opportunities in late 2012 to better incorporate the intentions and early learnings of the Transportation Corridor Study Policy that was in development at that time. **Table 2** below summarizes the study's original and revised alignment with the policy:

Table 2 – Policy Alignment

Policy Point	Alignment	Notes
Use of a multi-faceted communications approach	Original Scope:  Revised Scope: 	• Engagement events consisted of: o Open houses o Internal and external stakeholder meetings o One-on-one meetings o Community conversations • Communications tools included: o Email distribution list o Community Association newsletters o Direct mailing o Project website o Roadside signs o Social media
Appropriate level of engagement based on: • Classification of corridor • Impact to surrounding community • Engage! policy	Original Scope:  Revised Scope: 	• The potential impacts to the adjacent residents necessitated a higher level of engagement in option development, evaluation, refinement and selection to minimize impacts and appropriately reflect resident priorities, where possible • The revised scope provided additional engagement opportunities, more detailed information to aid in understanding project objectives and superior responsiveness in incorporating feedback into option refinements
Provide clear definitions of desired outcomes and tradeoffs for all modes	Original Scope:  Revised Scope: 	• Under the original scope, the information shared with the general public at the open houses provided limited material related to the achieved benefits or tradeoffs between modes • The Community Conversations and one-on-one meetings provided more detailed information for participants to reach an understanding of the need to balance the objectives of various stakeholders and modes
Work with stakeholders to identify existing and potential issues	Original Scope:  Revised Scope: 	• The original scope did include meetings with external stakeholders to identify considerations; however, the cross section of stakeholders was limited and input was not sought regarding existing issues or potential short-term solutions • The revised scope included meetings and site tours with representatives of the Varsity Community Association regarding specific existing concerns raised with the intersection of Varsity Drive and

Table 2 – Policy Alignment

Policy Point	Alignment	Notes
		Shaganappi Trail and short-term recommendations for improvements were included in the project deliverables
Develop concepts that: • Preserve the integrity of adjacent communities • Identify community improvements • Minimize negative impacts • Include a 'do nothing' concept • Including staging/prioritization for interim and ultimate solutions	Original Scope: ○ Revised Scope: ●	• The original concepts prioritized the project objectives of widening the corridor over the minimization of property impacts, did not identify short-term community-level improvements and were not reflective of an understanding of community priorities and needs • The project team worked closely with stakeholders under the revised scope to develop options which would better reflect the specific needs of certain segments of the corridor (the constrained right-of-way segment) and managed to achieve the project objectives without any property impacts • The project team worked closely with stakeholders under the revised scope to identify existing community-level issues which could be improved in the near term
Communicate timelines / triggers for each concept	Original Scope: ◒ Revised Scope: ◒	• The final open house focused messaging on the long term plan which is currently without specific timing

● Strong alignment ◒ Moderate alignment ○ Weak alignment

Project Status

The Shaganappi Trail North Corridor Study was completed in late 2014 with Council approval of the short- and long-term recommendations obtained in February 2015.

Successes and Lessons Learned

The Shaganappi Trail North Corridor Study saw the following **successes**:

- Responsiveness to public and stakeholder feedback through the evaluation, elimination and refinement of options based on feedback received. The recommended plan was based directly

on community priorities, which included a significant reduction and elimination of residential and commercial property impacts from the original concepts.

- Significant community support for the recommended plans as well as the engagement process

The Shaganappi Trail North Corridor Study provided the following **lessons learned**:

- The importance of 'story-telling' to help stakeholders understand the decisions and considerations of the project, rather than just bringing them in at certain touch points when decisions have already been made.
- The importance of drawing a 'line of sight' between what was heard and how it was or was not incorporated. Once stakeholders and the public understood how feedback was incorporated, support for the final recommendations and the engagement process was increased.
- The need to be fluid in the engagement and technical process of the study, to be able to respond to stakeholder needs as they are revealed
- Soft messaging regarding the '10-30 year timeframe' for transportation planning studies may not be sufficient to address citizens' interest in the planning of corridors within their communities

McKnight Blvd Transportation Study

Roadway Classification: Skeletal Road
Adjacent Land Uses: Standard Industrial

Project Objective:

The McKnight Blvd Transportation Study was initiated to examine optimization opportunities to improve the flow of traffic in the short- and medium-term by better optimizing the existing infrastructure using low-cost measures. The intention was to provide congestion relief between Deerfoot Trail and Barlow Trail until such time as grade-separation is provided along the corridor.

Start Date: September 2012
Completion Date: October 2016
% of Budget for Engagement: 36%

In addition, the scope of the study included an examination of McKnight Blvd's role in the High Occupancy Vehicle (HOV) network between Deerfoot Trail and Stoney Trail, as well as a review of the current interchange functional plan for McKnight Blvd and 12 Street N.E.

Corridor Characteristics:

McKnight Blvd is a skeletal road which serves as one of three east-west corridors in northeast Calgary that provide a continuous connection between Deerfoot Trail and Stoney Trail. McKnight Blvd is also identified as a candidate route in the HOV network. Between Deerfoot Trail and Barlow Trail, McKnight Blvd currently carries approximately 60,000 vehicles per day (vpd).

Northeast Calgary has undergone significant development over the last several years. Existing and future land development surrounding the corridor includes the Calgary International Airport (YYC) and industrial and commercial areas.

Study Process:

The McKnight Blvd Transportation Study was scoped during the development of the Transportation Corridor Study Policy. As such, attempts were made to include early learnings from the policy

development in the project scope. In developing the study process, the following were taken into consideration:

- The opportunity to work at a Collaborate level with a key group of stakeholders
- The variety of stakeholders impacted by changes to the corridor
- The more immediate nature of potential improvements to the corridor compared to typical transportation planning studies

Given these considerations, a four phase study process was developed, which would include appropriate engagement at each phase, as required by the Transportation Corridor Study Policy. For the McKnight Blvd Transportation Study, the appropriate level of engagement was predicated on:

- Engaging stakeholders and citizens early in the study
- Collaborating with stakeholders and involving them in the decision making process

The engagement process consisted of four phases, as outlined in **Figure 1** and elaborated on below:

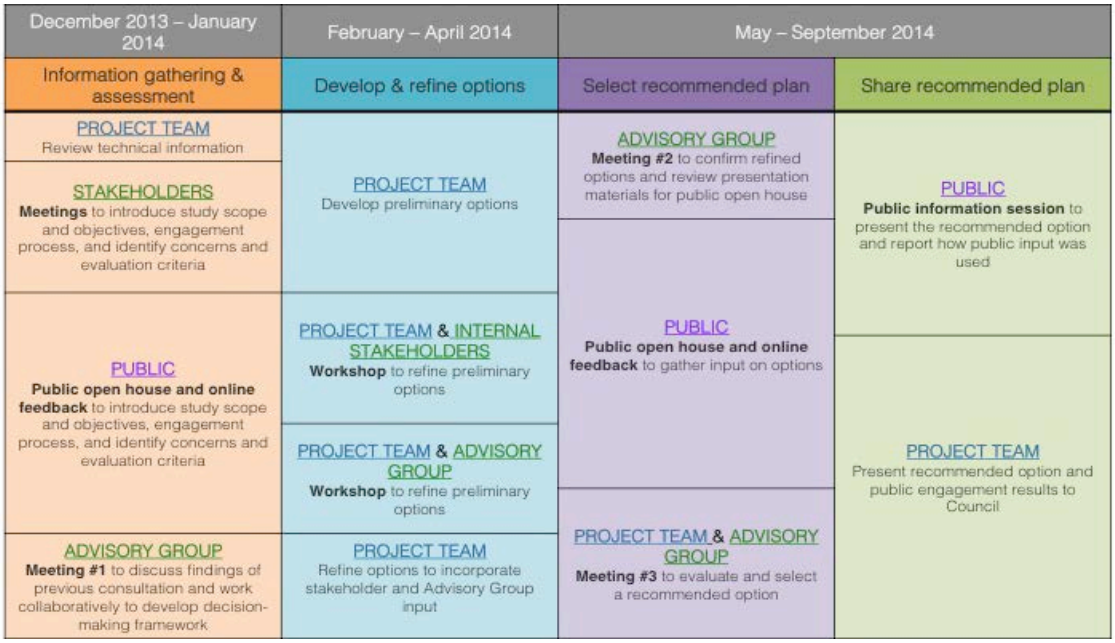


Figure 1 – Engagement Process Diagram Used During Study

Phase 1: Information Gathering & Assessment

Phase 1 informed the community and key stakeholders of the project objectives, scope and context. Public engagement was carried out to understand existing concerns and issues and develop option evaluation criteria with input from stakeholders. Engagement events were selected to reach a broad audience and gauge interest in being part of a core stakeholder group.

Engagement events during Phase 1 consisted of an external stakeholder meeting, 2 community meetings, 2 public open houses, and online participation, reaching over **150 participants**.

Phase 2: Develop and Refine Options

During Phase 2, the feedback from Phase 1 was reviewed and synthesized and preliminary design concepts were developed with consideration of the Phase 1 feedback. The preliminary design concepts were presented to stakeholders and the Advisory Group for feedback and refinement. Engagement events were selected to establish a core group of interested stakeholders who would provide input at key points throughout the study and participate in the decision making process.

Engagement events during Phase 2 consisted of 2 Advisory Group meetings and a stakeholder and Advisory Group workshop, with approximately **20 participants**.

Phase 3: Select Recommended Plan

In Phase 3, the recommended options were selected for further refinement by gathering additional stakeholder and public input and working with the Advisory Group on the evaluation and selection process. Engagement events were selected to gather feedback from a broad audience, work directly with potentially impacted landowners and involve the Advisory Group in the decision making process.

Engagement events during Phase 3 consisted of a public open house, online participation, 2 community meetings, 6property owner meetings, and an Advisory Group meeting; the public open house and online component reached over **180 participants**.

Phase 4: Share Recommended Plans

In the final phase, the recommended plans were presented to the public and study findings and recommendations were documented. Engagement events were selected to facilitate the sharing of information with a broad audience.

In Phase 4, the final study plans and recommendations were shared through the project website and an online information session which included 2 live chat opportunities.

Alignment with Corridor Study Policy:

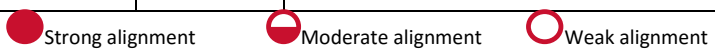
The McKnight Blvd Transportation Study was initiated during development of the Transportation Corridor Study Policy and was scoped to include early learnings from the policy development. **Table 1** below summarizes the study's alignment with the policy:

Table 1 – Policy Alignment

Policy Point	Alignment	Notes
Use of a multi-faceted communications approach		• Engagement events consisted of: o Open houses o Online participation o Stakeholder workshops

Policy Point	Alignment	Notes
		○ Advisory Group meetings ○ Landowner meetings ○ Community meetings • Communications tools included: ○ Email distribution list ○ Community Association newsletters ○ Postcards (mailed and hand delivered) ○ Roadside signs ○ Project website ○ Social media
Appropriate level of engagement based on: • Classification of corridor • Impact to surrounding community • Engage! policy		• For this study, the engagement level was likely higher than appropriate given the limited impact of the study on the surrounding community • Maintaining the interest of the Advisory Group throughout the length of the study was difficult, and the level of effort that went into planning and facilitating their involvement did not result in significant benefit to the project outcomes.
Provide clear definitions of desired outcomes and tradeoffs for all modes		• The options presented to the public included an outline of benefits and tradeoffs to assist the public and stakeholders in evaluating and understanding the potential impacts of the different options • The evaluation criteria used included categories for each mode of travel and the results were shared with the public and stakeholders
Work with stakeholders to identify existing and potential issues		• The objective of Phase 1 of the engagement process was to identify existing and potential issues as perceived by the public. • Numerous meetings were held with property owners as impacted stakeholders to identify potential issues with the design concepts. Refinements were made to address issues, particularly with respect to the Calgary Airport Authority.
Develop concepts that: • Preserve the integrity of adjacent communities		• A 'do-nothing' concept was included as one of the preliminary design concepts for each intersection studied during the optimization phase. For two of

Policy Point	Alignment	Notes
• Identify community improvements • Minimize negative impacts • Include a 'do nothing' concept • Including staging/prioritization for interim and ultimate solutions		the three intersections, participant support was highest for the 'do-nothing' options. • The recommended optimization plan for the McKnight Blvd & 12 Street N.E. intersection consisted of the first phase of the ultimate grade separation plan, allowing for staging
Communicate timelines / triggers for each concept		• The recommended optimization plans require the acquisition of right-of-way and are unfunded which made it difficult to provide timelines for potential implementation



Project Status

The McKnight Blvd Transportation Study was completed in June 2016 with the final recommendations presented to the public via the project website. Council approved the study recommendations, including right-of-way protection plans, in October 2016.

Successes and Lessons Learned

The McKnight Blvd Transportation Study saw the following **successes**:

- Strong support was received from stakeholders and the public on the recommended plans, with an emphasis on their satisfaction with their involvement in the process and the opportunities presented to participate throughout the study in various ways
- The McKnight Blvd Transportation Study was an opportunity to pilot different methods of engagement, including the formation of the Advisory Group. One of the key successes with this endeavour was the management of Advisory Group members' influence on project outcomes; an example being their involvement in helping evaluate options against subjective criteria but reserving the evaluation of options against objective, analysis-based criteria for the technical experts on the project team.
- The hosting of the public open houses at high traffic venues such as the Genesis Centre resulted in higher involvement from the public
- The use of dotmocracy activities and electronic polling during the workshops provided enhanced interaction with stakeholders and the public and resulted in higher interest

The McKnight Blvd Transportation Study provided the following **lessons learned**:

- An Advisory Group may not be appropriate for studies which are largely well-supported by stakeholders and the public as their ability to add value is diminished by the lack of issues to work through
- A formal Advisory Group was used as the engagement technique for targeted stakeholder engagement for this study. This included the creation of Terms of Reference which involved a higher expectation of commitment and attendance throughout the study. The formalizing of the process added a layer of effort which was not supported by enhanced commitment from members. A more open and informal setting for participation may have resulted in better involvement.

16 Avenue N.E. Functional Planning Study

Roadway Classification: Skeletal Road
Adjacent Land Uses: Standard Industrial, Established Residential

Project Objective:

Start Date: September 2012
Completion Date: April 2017
% of Budget for Engagement: 18%

The 16 Avenue N.E. Functional Planning Study was originally initiated in Fall 2012 under the title 16 Avenue / 19 Street N.E. Interchange Functional Planning Study. The primary purpose of the study was to develop an interchange plan at that location and determine the potential impacts the future interchange might have at both the upstream and downstream interchange at 16 Avenue N and Deerfoot Trail and Barlow Trail.

The name of the study was later modified to 16 Avenue N.E. Functional Planning Study to better reflect the study limits which included Deerfoot Trail to the west and Barlow Trail to the east.

Corridor Characteristics:

16 Avenue N.E. is an important road in the City transportation network and serves as part of the Trans-Canada Highway. It is classified as a Skeletal Road and is a goods movement corridor. The section of 16 Avenue N.E. from Deerfoot Trail to Barlow Trail is currently constructed as a 6 lane roadway with a signalized intersection at 19 Street N.E. There are existing interchanges along 16 Avenue N.E. at both Deerfoot Trail and Barlow Trail. The segment of 16 Avenue N.E. between Deerfoot Trail and 19 Street N.E. is the busiest section of the Trans-Canada Highway within Calgary and currently carries over 80,000 vehicles per day.

Barlow Trail is also an important road in the City transportation network and is classified as an Arterial Street and a goods movement corridor. It serves as the central access corridor of the northeast

commercial/industrial areas as well as the south access for the Calgary International Airport. Barlow Trail carries approximately 54,000 and 40,000 vehicles per day north and south of 16 Avenue N.E., respectively.

Study Process:

The 16 Avenue N.E. Functional Planning Study was originally scoped just prior to the initiation of the Transportation Corridor Study Policy development. An early re-scoping was done to include initial learnings from the policy development in the project scope. In developing the study process, the following were taken into consideration:

- The opportunity to work collaboratively with a key group of stakeholders
- The opportunity to understand current transportation issues from the perspective of stakeholders and the public, and to use that feedback in developing decision-making criteria
- The constrained space between two existing interchanges and the likely upstream and downstream impacts of any recommendations at 19 Street N.E.

Given these considerations, a four phase study process was developed, which would include appropriate engagement at each phase, as required by the Transportation Corridor Study Policy. For the 16 Avenue N.E. Functional Planning Study, the appropriate level of engagement was predicated on:

- Engaging stakeholders and citizens early in the study, on both current transportation issues and the desired engagement process
- Collaborating with stakeholders and involving them in the decision making process

At the completion of the fourth phase of the project, Council requested a fifth phase be added to provide additional opportunities for the public and stakeholders to understand the upstream and downstream impacts of the study recommendations.

The final engagement process consisted of five phases, as outlined in **Figure 1** and elaborated on below:

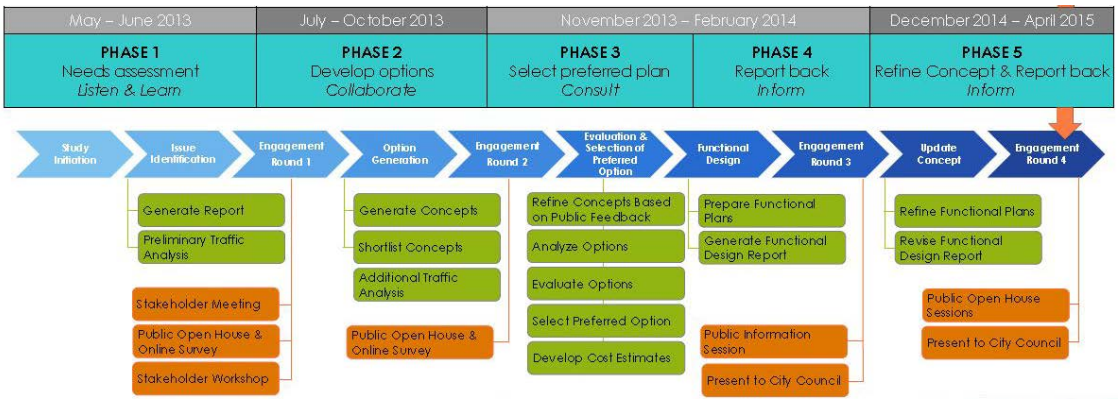


Figure 1 – Engagement Process Diagram Used During Study

Phase 1: Needs Assessment

Phase 1 informed the community and key stakeholders of the project objectives, scope and context. Public engagement was carried out to understand existing transportation concerns and issues in the area, and seek input on the engagement process and decision-making criteria which could be used during future phases of the project. Engagement events were selected to reach a broad audience.

Engagement events during Phase 1 consisted of an external stakeholder meeting, a public open house, and online participation, reaching approximately **150 participants**.

Phase 2: Develop Options

During Phase 2, the feedback from Phase 1 was reviewed and synthesized and preliminary design options were developed with consideration of the Phase 1 feedback. The preliminary design options were presented to a key group of stakeholders for feedback and refinement. Engagement events were selected to received focused feedback from a key group of stakeholders.

Engagement events during Phase 2 consisted of a stakeholder workshop, with approximately **10 participants**.

Phase 3: Select Preferred Plan

In Phase 3, the options were combined and refined based on the input received in Phase 2, and presented to the public for feedback. Engagement events were selected to gather feedback from a broad audience.

Engagement events during Phase 3 consisted of a public open house and online participation; the public open house and online component reached over **100 participants**.

Phase 4: Report Back

In the original final phase of engagement, the recommended short- and long-term plans were presented to the public and study findings and recommendations were documented. Engagement events were selected to facilitate the sharing of information with a broad audience.

In Phase 4, the final study plans and recommendations were shared through the project website and a public information session.

Phase 5: Refine Concept & Report Back

In the additional final phase, further opportunities were provided to the public to view the recommended plans and understand the upstream and downstream impacts of the recommendations. Engagement events were selected to facilitate the sharing of information with a broader cross-section of the public.

In Phase 5, the final study plans and recommendations were shared at 3 public open houses, with over **150 attendees**.

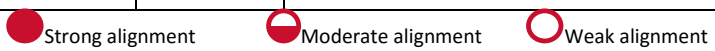
Alignment with Corridor Study Policy:

The 16 Avenue N.E. Functional Planning Study was initiated during development of the Transportation Corridor Study Policy and was scoped to include early learnings from the policy development. **Table 1** below summarizes the study's alignment with the policy:

Table 1 – Policy Alignment

Policy Point	Alignment	Notes
Use of a multi-faceted communications approach		• Engagement events consisted of: o Open houses o Online participation o Stakeholder workshops • Communications tools included: o Email distribution list o Delivery of information notices o Roadside signs o Project website o Social media
Appropriate level of engagement based on: • Classification of corridor • Impact to surrounding community • Engage! policy		• The engagement level was adjusted at each phase to reflect the type of feedback being solicited. Phases 1, 4 and 5 were about sharing information which was appropriate. Phases 2 and 3 were about soliciting feedback, but Phase 2 was limited to identified stakeholders and resulted in some area residents feeling left out of the process, or unaware of impacts the recommendations might have on their transportation network.
Provide clear definitions of desired outcomes and tradeoffs for all modes		• The options presented to the public included an outline of benefits and tradeoffs to assist the public and stakeholders in evaluating and understanding the potential impacts of the different options • The evaluation criteria used included categories for each mode of travel and the results were shared with the public and stakeholders
Work with stakeholders to identify existing and potential issues		• The objective of Phase 1 of the engagement process was to identify existing and potential issues as perceived by the public.

Policy Point	Alignment	Notes
		• A core group of stakeholders were involved at key stages of the study to provide input on concept refinement and evaluation.
Develop concepts that: • Preserve the integrity of adjacent communities • Identify community improvements • Minimize negative impacts • Include a 'do nothing' concept • Including staging/prioritization for interim and ultimate solutions		• Recommendations focused on the achievement of the long-term objectives (i.e., grade separation of 19 Street N.E. at 16 Avenue N.E.) and did not include accommodation for community or short-term improvements • Where possible, property impacts were minimized • The public was not presented with a 'do-nothing' option which reflects the impacts of maintaining the existing transportation infrastructure without improvements
Communicate timelines / triggers for each concept		• The recommended optimization plans require the acquisition of right-of-way and are unfunded which made it difficult to provide timelines for potential implementation



Project Status

The 16 Avenue N. E. Functional Planning Study was finalized in Spring 2017 and Council approved the study recommendations, including right-of-way protection plans, in May 2017.

Successes and Lessons Learned

The 16 Avenue N.E. Functional Planning Study saw the following **successes**:

- Early engagement of stakeholders and the public allowed the project team to receive input on preferred engagement tactics, which were reflected in the project phases moving forward.
- The options presented to the public included very detailed benefits and tradeoffs to educate the public and stakeholders about balancing the needs to different users and project objectives. Such an education at this stage of the project leads to a stronger acceptance of final recommendations and associated impacts.

The 16 Avenue N.E. Functional Planning Study provided the following **lessons learned**:

- As scope of the project expands, the engagement strategy should be reassessed to identify if additional stakeholders are affected. In this case, the upstream and downstream impacts of recommendations resulted in the need to inform commuters and residents from communities previously thought to be outside the affected study area.

17 Avenue S.E. (East of Stoney Trail) Corridor Study

Roadway Classification: Parkway, Urban Boulevard
Adjacent Land Uses: Greenfield (current), Urban Corridor (future)

Project Objective:

17 Avenue S.E. between Stoney Trail and the east city limits (116 Street S.E.) will be the backbone of the transportation system within the Belvedere area as identified in The City's Belvedere Area Structure Plan (ASP). 17 Avenue S.E. will provide access to and within the area for all modes of travel and will also serve as an important component of The City's overall transportation system linking downtown Calgary with Stoney Trail S.E., the City of Chestermere and the Trans-Canada Highway.

Start Date: February 2015
Completion Date: October 2016
% of Budget for Engagement: 26%

The 17 Avenue S.E. Corridor Study (Stoney Trail to East City Limits) was initiated to ensure a logical transition from the corridor's existing rural state to a main street that supports the vision and role of the area. The study incorporated an inclusive assessment of all modes of travel and integration with future land uses. The main outcome of the study was a street design for the corridor that meets the needs of all modes and aligns with the area vision.

Corridor Characteristics:

17 Avenue S.E. between Stoney Trail and the East City Limits (116 Street S.E.) is currently a two-lane, undivided rural highway (formerly Highway 1A) in a greenfield area that is planned to transition to a productive and active urban corridor. In 2013, Council approved the Belvedere ASP to guide future development in the area. 17 Avenue S.E. plays a vital role in supporting this vision. The Belvedere ASP envisions this area to become a compact, vibrant community, with a population of 61,000 people and

14,000 opportunities for employment, supported by a connected, multimodal corridor on 17 Avenue S.E.

The Calgary Transportation Plan identifies the segment of 17 Avenue S.E. between Stoney Trail and 100 Street S.E. as a Parkway and the segment between 100 Street S.E. and 116 Street S.E. as an Urban Boulevard; both fall into the Liveable Streets category of roadway classification. In addition, 17 Avenue S.E. has been designated as part of the Primary Cycling Network, the Primary Transit Network and a link in the Regional Transit Plan.

Study Process:

In developing the study process, the following were taken into consideration:

- The plan is visionary in that there is currently limited development along the corridor
- Key stakeholders are area developers and commuters, with no established adjacent communities
- As a Greenfield planning exercise, desirable Complete Streets standards should be attainable

Given these considerations, a four phase study process was developed, which would include appropriate engagement at each phase, as required by the Transportation Corridor Study Policy. For the 17 Avenue S.E. Corridor Study, the appropriate level of engagement was predicated on:

- Including the area developers and land owners in early visioning
- Strong messaging on project timelines and triggers

The engagement process consisted of four phases, as outlined in **Figure 1** and elaborated on below:

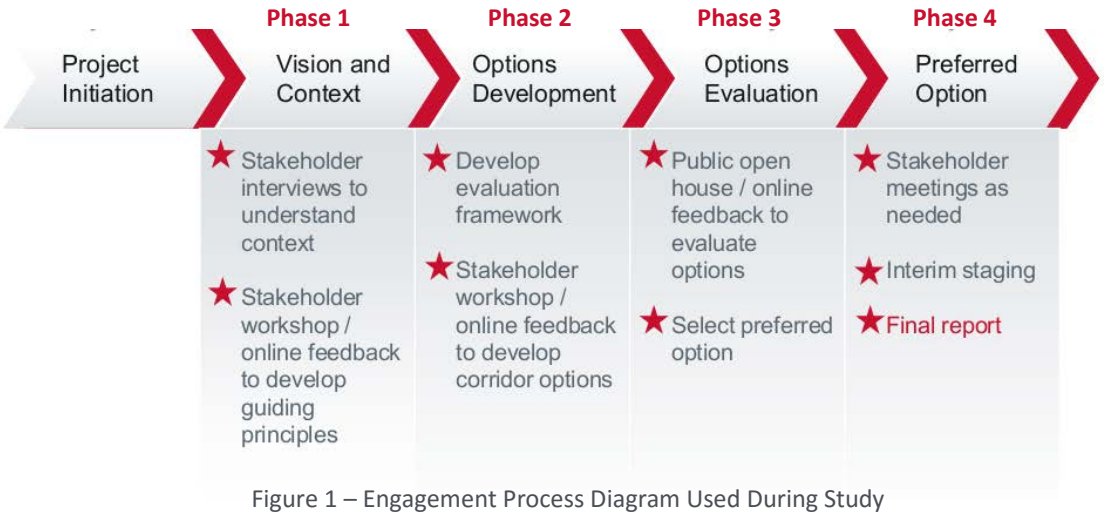


Figure 1 – Engagement Process Diagram Used During Study

Phase 1: Vision & Context

Phase 1 informed key stakeholders of the project objectives, scope and context. Engagement was carried out to establish priorities, values and a future vision for the corridor, prior to investigating any improvement concepts, and to understand existing concerns and issues. This phase established the project's guiding principles. Engagement events were selected to capture the vision and considerations of key stakeholders.

Engagement events during Phase 1 consisted of 4 landowner meetings, an internal stakeholder meeting and an external stakeholder Vision & Context Workshop, attended by **7 participants**.

Phase 2: Options Development

During Phase 2, the feedback from Phase 1 was reviewed and synthesized and preliminary corridor design concepts were developed with consideration of the Phase 1 feedback. The preliminary design concepts were prepared and presented to key stakeholders for feedback; input was also sought regarding roadway elements where multiple options for integration were still open for consideration. Engagement events were selected to obtain focused feedback from key stakeholders.

The primary engagement event during Phase 2 was an external stakeholder Options Development Workshop, attended by **14 participants**.

Phase 3: Options Evaluation

The refined options were presented to the public for feedback, and information shared on how the options would be evaluated and next steps. Engagement events were selected to share information and obtain input from a broad audience.

Engagement events during Phase 3 consisted of a public open house and online participation, reaching over **180 participants**.

Phase 4: Preferred Option

In the final phase, the completed corridor design was presented to stakeholders and the public. Study findings and recommendations were documented and presented to Council for approval. Engagement events were selected to facilitate the sharing of information.

In Phase 4, the final study plans and recommendations were shared through the project website, as well as an information package sent to key stakeholders.

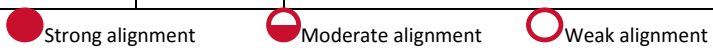
Alignment with Corridor Study Policy:

The 17 Avenue S.E. Corridor Study was initiated after approval of the Transportation Corridor Study Policy and was scoped to align with key policy points. Table 1 below summarizes the study's alignment with the policy:

Table 1 – Policy Alignment

Policy Point	Alignment	Notes
Use of a multi-faceted communications approach		• Engagement events consisted of: o Open houses o Online participation o Stakeholder workshops o One-on-one meetings • Communications tools included: o Email distribution list o Direct mailing o Roadside signs o Posters placed in local businesses o Project website o Social media
Appropriate level of engagement based on: • Classification of corridor • Impact to surrounding community • Engage! policy		• The long-term, visionary nature of the project and the lack of adjacent communities/residents made generating public interest difficult • The workshops provided a more involved opportunity for key stakeholders to be engaged
Provide clear definitions of desired outcomes and tradeoffs for all modes		• The options presented to the public included an outline of benefits and tradeoffs to assist the public and stakeholders in evaluating and understanding the potential impacts of the different options • The evaluation criteria used included categories for each mode of travel and the results were shared with the public and stakeholders
Work with stakeholders to identify existing and potential issues		• Given the lack of corridor development, the corridor recommendations require wholesale change. As such, there are few current City programs which could address existing issues (e.g., lack of street lighting) until such time as development and the associated investments in the corridor occur • The project team did work closely with stakeholders to ensure the long term plans for the corridor was supported and reflected the ASP vision

Policy Point	Alignment	Notes
Develop concepts that: • Preserve the integrity of adjacent communities • Identify community improvements • Minimize negative impacts • Include a 'do nothing' concept • Including staging/prioritization for interim and ultimate solutions		• A 'do-nothing' concept was included as one of the preliminary design concepts. This concept provided a basis for comparison and highlighted the benefit of investment in the corridor. • Staging plans were provided which reflected how the ultimate corridor could be achieved over time. This allowed stakeholders and the public to get a sense of what components might be the first to be implemented (e.g., a multi-use pathway could be constructed in advance of development and the associated public realm facilities)
Communicate timelines / triggers for each concept		• One of the most frequent questions received by the project team was related to when the corridor would transition. Given the dependence of the recommendations on the development of the corridor land use, no specific timeframe could be provided. Instead, triggers were outlined which would allow stakeholders to be more aware of what gradual changes along the corridor could mean for the plan's implementation



Project Status

The 17 Avenue S.E. (East of Stoney Trail) Corridor Study was completed in June 2016 with the final long-term plans and staging opportunities presented to the public via the project website and an information package sent to stakeholders. Council approved the study recommendations, including right-of-way protection plans, in October 2016.

Successes and Lessons Learned

The 17 Avenue S.E. (East of Stoney Trail) Corridor Study saw the following **successes**:

- The opportunity to work closely with a small group of interested stakeholders and landowners on developing priorities and options
- Overall support from stakeholders and the general public on the long term plan for the corridor, including an understanding of the need for right-of-way protection to provide a high standard corridor
- Positive response to messaging related to staging and possible triggers for implementation

The 17 Avenue S.E. (East of Stoney Trail) Corridor Study provided the following **lessons learned**:

- The difficulty in engaging public interest in a Greenfield corridor; the project team modified the engagement approach during Phase 4 to be more flexible in meeting with stakeholders and providing information electronically

Deerfoot Trail Study

Roadway Classification: Skeletal Road
Adjacent Land Uses: Standard Industrial, Established Residential, Green Space

Project Objective:

Deerfoot Trail is Calgary's oldest freeway, and the busiest in Alberta. The majority of Deerfoot Trail was built between 1971 and 1982. The city's population has doubled since 1981 and the road is no longer meeting current traffic demand, resulting in traffic congestion, unreliability and safety concerns.

Start Date: February 2015
Completion Date: Ongoing
% of Budget for Engagement: 17%

The Deerfoot Trail Study was initiated jointly by The City of Calgary and Alberta Transportation (AT) to study Deerfoot Trail between the Stoney Trail interchanges in the north and south. The study considered a range of possible freeway management strategies, including some new to Calgary, and recommended ways to improve safety and mobility in the short- and long-term. The focus of the study was on making the most of the existing infrastructure, planning for future growth and alignment with the Calgary Transportation Plan (CTP).

The outcome of the study was to define and recommend a program of upgrades for Deerfoot Trail by:

- Identifying the existing and future travel needs on the corridor, and any associated impacts on the surrounding communities
- Engaging the public, community groups and stakeholders to identify users and demands for the corridor, and build a range of potential solutions
- Recommending safety and mobility improvements for people who drive and take transit

- Improving air quality and reducing vehicular emissions to reduce greenhouse gas emissions and reduce the time needed to travel to and within the corridor

Corridor Characteristics:

Deerfoot Trail is a core route in the National Highway System and has been managed by Alberta Transportation since 2001. In Calgary, Deerfoot Trail is part of the Primary Goods Movement Network, and is classified as a skeletal road in the CTP. As a skeletal road, Deerfoot Trail is a high-speed road aimed at moving cars and trucks over long distances; the average daily traffic ranges from 83,000 vehicles per day at the south end to 170,000 vehicles per day north of Memorial Drive. Deerfoot Trail is the only road, other than Stoney Trail, which provides a continuous north-south connection across the city, and the only north-south skeletal road serving central and east Calgary. At 37.5 km long, and including 20 interchanges, Deerfoot Trail has 44 communities bordering it.

Study Process:

A four phase study process was developed, which would include appropriate engagement at each phase. The engagement and communications plan was predicated on the following principles:

Iterative and responsive: The plan was developed based on the current understanding of the requirements for each phase and the study overall. However, the plan was formally updated at the beginning of each new phase to reflect the growing knowledge and refined direction as the study progressed.

Symbiotic: The technical and engagement processes were designed to work together and inform each other.

Multi-faceted, with an emphasis on online opportunities: Many stakeholders prefer to participate online. The project established an online project hub and focused on providing online engagement opportunities supplemented with in-person events.

Inclusive:

- Pop-up engagement were used throughout the consultation process to provide “passive” audiences with input opportunities, as well as target hard to reach or under-represented groups.
- The team attempted to locate engagement events strategically across the corridor based on the five segments being used by the technical team, as well as covering as many stakeholder groups and road users as possible (for example, holding events at locations easily accessible to residential and employment areas at appropriate times of day).
- Use of existing research and demographic information to advertise engagement to different language and cultural groups (for example, include cultural organizations and media outlets in the promotions and translate materials for top languages spoken).

The technical and engagement process consisted of four phases, as outlined in **Figure 1** and elaborated on below:

Figure 1 – Engagement Process Diagram Used During Study

Phase 1: Existing conditions and problem definition

The focus of Phase 1 was to inform key stakeholders and the public of the project and the opportunities for involvement in future engagement events. The main objective of Phase 1 engagement was to identify and understand the location and magnitude of operational deficiencies along the corridor. During Phase 1, the study goals, processes and outcomes were introduced. Input was sought to better understand citizen expectations and sentiment about the project and the engagement process and to understand citizen priorities for Deerfoot Trail, both functionally and geographically. Information was shared with the public and stakeholders about the findings of the existing conditions assessment and relevant happenings along the corridor. Engagement events were selected to provide a broad reach and capture a variety of different stakeholder/user groups.

Engagement events during Phase 1 consisted of an online questionnaire, an online map, five key stakeholder meetings, a pop-up event, and six open houses, attended by **148 participants**. Over **11,500** feedback forms and mapping tool comments were received.

Phase 2: Short-term improvement recommendations

Phase 2 consisted of the development of short-term improvement options, based on the feedback received and technical analysis undertaken in Phase 1, as well as previous studies conducted along the corridor. Short-term improvement options were reviewed during two stakeholder workshops held with representatives from over 10 different interest groups, including adjacent municipalities, economic development organizations and the goods movement industry. Engagement events were selected to obtain focused feedback from key stakeholders. The refined short-term improvement recommendations were shared with the public and stakeholders online.

The primary engagement events during Phase 2 were two landowner meetings and two external stakeholder workshops, attended by **20 participants**.

Phase 3: Long-term improvement recommendations (current phase)

The Deerfoot Trail Corridor Study is currently in Phase 3, working on the development, evaluation and refinement of long-term improvement options.

Engagement events during Phase 3 will consist of educational materials, workshops, public open houses, online participation and stakeholder and landowner meetings as needed.

Phase 4: Implementation strategy / approvals

In the final phase, the final long-term improvement recommendations and associated implementation strategy will be presented to stakeholders and the public. Study findings and recommendations will be documented and presented to Council for approval. Engagement events will be selected to facilitate the sharing of information.

In Phase 4, the final study plans and recommendations will be shared through the project website.

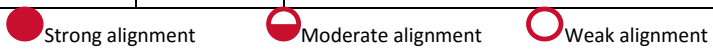
Alignment with Corridor Study Policy:

The Deerfoot Trail Corridor Study was initiated after approval of the Transportation Corridor Study Policy. As a joint project between The City of Calgary and Alberta Transportation, the engagement plan was based on best practices to define what input was sought and how it will be used, but was not scoped to align specifically with key policy points. Table 1 below summarizes the study's alignment with the policy:

Table 1 – Policy Alignment

Policy Point	Alignment	Notes
Use of a multi-faceted communications approach		• Engagement events consisted of: o Open houses o Online participation o Pop-up events o Workshops o Landowner meetings o Key stakeholder meetings • Communication tools included: o Email distribution list o Report to Calgarians o Council briefings o Media tours and briefings o Roadside signs o Project website o Paid and organic social media (including geotargeting) o Online ads and Search Engine Optimization
Appropriate level of engagement based on: • Classification of corridor		• The length of the corridor and number of impacted users is quite substantial; the broadest reach is achieved through online opportunities • The workshops provided a more involved opportunity for key stakeholders to be engaged

Policy Point	Alignment	Notes
• Impact to surrounding community • Engage! policy		• The general public was provided limited opportunity to provide feedback on the short-term improvement options
Provide clear definitions of desired outcomes and tradeoffs for all modes		• Both the short- and long-terms options have / will include clear information about constraints and desired outcomes as well as benefits and trade-offs for each; the benefits and trade-offs are based more on a wide range of evaluation criteria that includes all modes but isn't limited to type of mode (for example, social or environmental criteria) • The public engagement for Phase 3 may include input into evaluation criteria
Work with stakeholders to identify existing and potential issues		• Phase 1 was dedicated to identifying and confirming existing issues to clearly define the problems the project needs to solve, and included five key stakeholder meetings (environment, developer, emergency and incident response, adjacent municipalities and goods movement)
Develop concepts that: • Preserve the integrity of adjacent communities • Identify community improvements • Minimize negative impacts • Include a 'do nothing' concept • Including staging/prioritization for interim and ultimate solutions		• The study goals primarily align with the goals listed here, with the exception of identifying community improvements and the addition of informing a potential change in ownership of the roadway from the Province to The City • Both short- and long-term concepts will aim to minimize negative impacts and maximize value for citizens (measured in travel-time savings, improved air quality and reduced greenhouse gas emissions) • Input has and will be sought into prioritizing improvements, and the study recommendations will include an implementation plan • A 'do nothing' concept was not examined for this project
Communicate timelines / triggers for each concept		• Both the short- and long-term recommendations include timelines for implementation and planning horizon, as well as what will trigger improvements



Project Status

The Deerfoot Trail Corridor Study is currently in Phase 3: Long-term improvement recommendations.

Successes and Lessons Learned

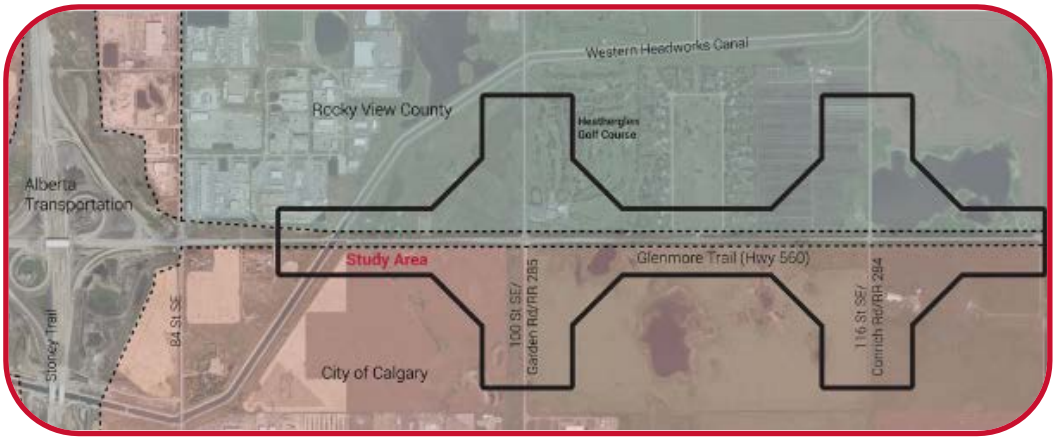
The Deerfoot Trail Corridor Study saw the following **successes**:

- Successful promotion strategies resulting in significant input in Phase 1 engagement
- Factual reporting and earned media coverage resulting from strategic media relations efforts
- Relationship building with key stakeholders resulting from a comprehensive and genuine communications and engagement process (several stakeholder groups have expressed appreciation for being included, such as environmental groups, Livery Transport Advisory Committee, the former Calgary Regional Partnership and adjacent municipalities)

The Deerfoot Trail Corridor Study provided the following **lessons learned**:

- Almost all participation has been online, indicating that while there is significant interest in the study, participants have not yet been motivated to attend events in-person.

Glenmore Trail East Study



Roadway Classification: Skeletal Road
Adjacent Land Uses: Greenfield

Project Objective:

Start Date: March 2015
Completion Date: November 2017
% of Budget for Engagement: 17%

The City of Calgary, Alberta Transportation and Rocky View County initiated a study for a half interchange at Glenmore Trail / Highway 560 and 100 Street S.E. The study focused on providing access to and from the west to accommodate the highest demand movements. Based on several factors, including public input, planned development in the area, the shifting role and function of parallel routes in the transportation network, and a review of the design criteria of Glenmore Trail, the study area was expanded to include 116 Street S.E. and to examine full interchange configurations at both locations.

The study identified the interchange layouts, the land required to build the interchanges and how access could be provided to the bordering lands. The Glenmore Trail East Study included the following outcomes:

- Determined long-term needs for capacity, lane configurations and land (right-of-way) requirements
- Identified the impacts to properties in the study area and prepared an access management plan to establish access to bordering properties when the interchanges are constructed
- Identified the interchange plans and profiles that accommodate and consider:
    - High load trucks on Glenmore Trail, 100 Street S.E., and 116 Street S.E.
    - Tie-ins to other interchanges and the surrounding network
    - Transit priority

    - Pedestrian and cyclist mobility
- Identified possible short-term improvements to reduce congestion at the intersection of Glenmore Trail and 100 Street S.E.

Corridor Characteristics:

The study area was under the jurisdiction of three orders of government:

- Glenmore Trail (called Secondary Highway 560 east of Stoney Trail) is a Provincial road managed by Alberta Transportation (AT)
- Lands and streets south of Glenmore Trail and west of 116 Street S.E. are under the jurisdiction of The City of Calgary
- Lands and streets north of Glenmore Trail and east of 84 Street S.E. are under the jurisdiction of Rocky View County (RVC)

Glenmore Trail through the study area is primarily a two-lane undivided rural highway, widening to a divided cross section with turn lanes at 100 Street S.E. Both 100 Street S.E. and 116 Street S.E. are two-lane undivided rural roads. Glenmore Trail is a skeletal roadway, requiring future grade separation at all intersecting roads. It is also a designated provincial high load corridor for trucks, so any future interchanges must account for bridge clearance or bypass requirements.

This area is currently largely undeveloped, but the Shepard Industrial and Janet Area Structure Plans identify this area as a major business and industrial area in the future.

Study Process:

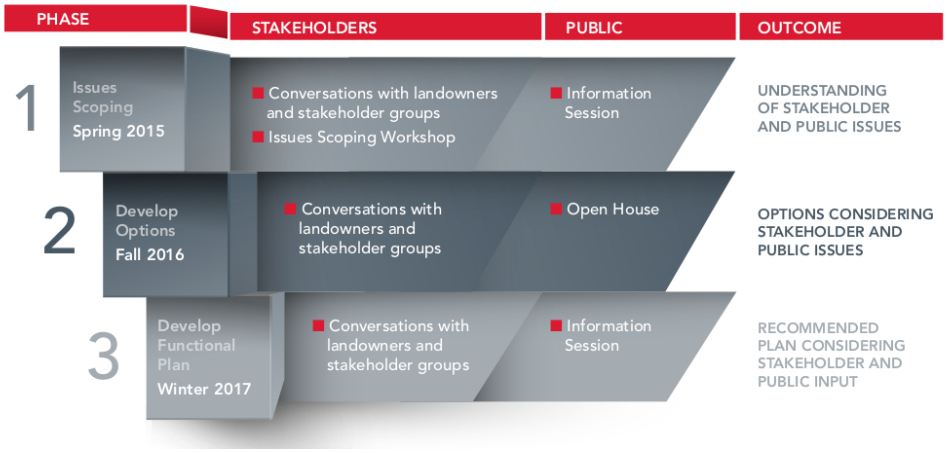
In developing the study process, the following were taken into consideration:

- The study area is largely undeveloped so adjacent landowners and government agencies were the primary stakeholders
- The primary goals of the study were to identify right-of-way requirements for future grade separation; expectations regarding development access were also considered

Given these considerations, a three phase study process was developed, which would include appropriate engagement at each phase, as required by the Transportation Corridor Study Policy. For the Glenmore Trail East Study, the appropriate level of engagement was predicated on:

- Collaboration between The City, AT, RVC, and directly impacted property owners
- Management of project scope and focus on achieving objectives

The engagement process consisted of three phases, as outlined in **Figure 1** and elaborated on below:



Phase 1: Issues Scoping

Phase 1 informed the citizens and key stakeholders of the project objectives, scope and context. Public engagement was carried out to learn about stakeholder and citizen's goals, perspectives, issues and concerns about the proposed interchanges so preliminary designs could incorporate and reflect feedback, and design options can be developed to proactively mitigate identified issues and concerns whenever possible. Engagement events were selected to reach key stakeholders to obtain the desired input.

Engagement events during Phase 1 consisted of a public information session, online participation and a technical Issues Scoping Workshop; the public events reached over **100 participants**.

Phase 2: Develop Options

During Phase 2, the feedback from Phase 1 was reviewed and synthesized and preliminary interchange design concepts were developed with consideration of the Phase 1 feedback. The preliminary interchange design concepts and short term recommendations were prepared and presented to the public for feedback. Engagement events were selected to facilitate the attainment of detailed feedback on the options from key stakeholders and to obtain feedback from a broad public audience.

Engagement events during Phase 2 consisted of a 7 stakeholder meetings, a public open house and online participation, reaching approximately **100 participants**.

Phase 3: Develop Functional Plan

Final recommendations were prepared based on the input received in Phase 2 and a technical evaluation. The evaluation results and final plans were shared individually with adjacent landowners prior to being shared with the general public. Engagement events were selected to facilitate the sharing of information.

Engagement events during Phase 3 consisted of stakeholder meetings, a public information session, and a project website update.

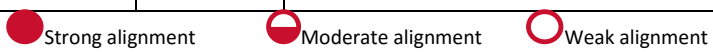
Alignment with Corridor Study Policy:

The Glenmore Trail East Study was initiated after approval of the Transportation Corridor Study Policy and was scoped to align with key policy points. **Table 1** below summarizes the study's alignment with the policy:

Table 1 – Policy Alignment

Policy Point	Alignment	Notes
Use of a multi-faceted communications approach		• Engagement events consisted of: o Open houses o Online participation o Stakeholder workshops o Stakeholder meetings • Communications tools included: o Email distribution list o Direct mailing o Roadside signs o Project website o Social media
Appropriate level of engagement based on: • Classification of corridor • Impact to surrounding community • Engage! policy		• Engage! assessment indicated a Level 3B: High impact, medium complexity at project initiation • Although the area is largely undeveloped compared to future plans, the impacts of the study recommendations on area access and mobility are significant and of high interest to adjacent landowners
Provide clear definitions of desired outcomes and tradeoffs for all modes		• The options presented to the public included short descriptions of the features of the different interchange configurations including the ease with which each mode could maneuver
Work with stakeholders to identify existing and potential issues		• The scope of the project was expanded to include short-term recommendations at 100 Street S.E. in response to issues identified by stakeholders in Phase 1 of the project • The project team worked closely with key stakeholders to understand impacts of the recommendations and refine the options where possible to mitigate concerns

Policy Point	Alignment	Notes
Develop concepts that: • Preserve the integrity of adjacent communities • Identify community improvements • Minimize negative impacts • Include a 'do nothing' concept • Including staging/prioritization for interim and ultimate solutions		• Short term recommendations for 100 Street S.E. were developed to provide near term improvements to issues identified by the public and stakeholders • Options which had significant impacts on adjacent lands were not moved forward in order to minimize negative impacts • No staging information was provided • The impacts of maintaining the existing corridor without upgrades was not examined or communicated to the public
Communicate timelines / triggers for each concept		• The long term nature of the plans were communicated during Phase 1 • No timelines were provided with the options presented in Phase 2



Project Status

The Glenmore Trail East Study was completed in Fall 2017 with the final interim and long-term plans presented to the public via the project website and stakeholder meetings, and approval obtained from Council.

Successes and Lessons Learned

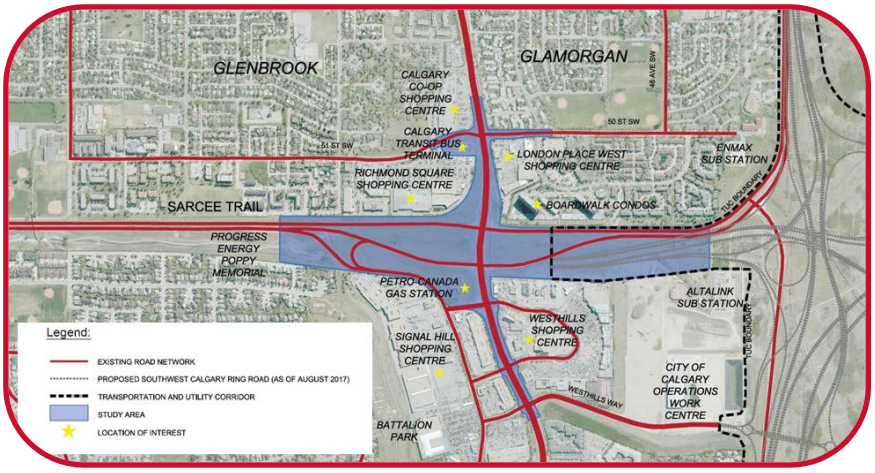
The Glenmore Trail East Study saw the following **successes**:

- The inclusion of all orders of government in initial discussions regarding project scope and desired outcomes allowed for a more collaborative arrangement and the expansion of scope to address individual objectives.

The Glenmore Trail East Study provided the following **lessons learned**:

- The need to manage expectations of key stakeholders in order to move the overall project objectives forward. Adjacent landowners were concerned primarily with confirming access options for future development, whereas the overall project objective was about the confirmation of interchange configuration and required right-of-way. It was important to communicate with stakeholders the project priorities.

Sarcee Trail / Richmond Road Interchange Study



Roadway Classification: Skeletal Road, Arterial Street, Neighbourhood Blvd
Adjacent Land Uses: Established Residential, Activity Centres

Project Objective:

Start Date: July 2015
Completion Date: December 2017
% of Budget for Engagement: 10%

The Functional Planning Study (FPS) was an outcome of the 2015 West and South West Ring Road Downstream Traffic Impacts Report, which confirmed that an interchange at Sarcee Trail and Richmond Road would provide significant benefits to the transportation network in both the short and long term, with or without the West Calgary Ring Road in place.

The objective of the FPS was to update the findings and recommendations of the 2008 Sarcee Trail Corridor Study within the study area to determine access to adjacent properties, protect right-of-way, and ensure proper tie-in to the Glenmore Trail and Sarcee Trail interchange which will be constructed as part of the SWCRR project. There was also a need to ensure the interchange plans align with the long-term vision and principles as identified in the 2009 Calgary Transportation Plan (CTP) while meeting Alberta Transportation standards within the Transportation and Utility Corridor (TUC).

Corridor Characteristics:

Sarcee Trail is a north-south Skeletal Road serving communities in southwest Calgary and is an alternate route to Crowchild Trail connecting the TransCanada Highway (Highway 1) and Glenmore Trail (Highway 8). Sarcee Trail currently operates as a 4-lane divided road with split signal controlled intersections at Richmond Road S.W.

Richmond Road is classified in the CTP as an east-west Arterial Street west of Sarcee Trail and a Neighbourhood Boulevard east of Sarcee Trail that is used as a connector to 69 Street S.W. (through Sierra Morena Boulevard S.W.) and 37 Street S.W.

Sarcee Trail currently carries an annual average daily traffic (AADT) volume of 40,000 vehicles per day (vpd) south of Richmond Road and 46,000 vpd north of Richmond Road. Richmond Road carries an AADT of 34,000 vpd east of Sarcee Trail and 41,000 vpd west of Sarcee Trail.

Study Process:

The Sarcee Trail / Richmond Road Interchange Functional Planning Study was scoped after the creation and approval of the Transportation Corridor Study Policy. In developing the study process, the following were taken into consideration:

- The opportunity to work collaboratively with a key group of stakeholders
- The opportunity to understand current transportation issues from the perspective of stakeholders and the public, and to use that feedback in developing decision-making criteria
- The physical constraints due to proximity to the South West Calgary Ring Road (SWCRR) and surrounding established communities
- Previous analysis and engagement completed as part of the West and South West Ring Road Downstream Traffic Impact Study in 2015
- Previous recommended plans from the 2008 Sarcee Trail Corridor Study

Due to the previous work done in the area in support of the SWCRR and the fact that this project was primarily an update of a previously approved plan, the Sarcee Trail/Richmond Road Interchange Study was further ahead in its planning process than a typical functional planning study would be at this stage. In addition, given the many physical constraints, there was limited flexibility in design for the interchange. For these reasons, engagement with stakeholders began at the introduction of feasible short-listed concepts and identification of stakeholder priorities, rather than project goal development or concept identification. Stakeholder input was used to further concept development and in the evaluation process.

A key goal of the study's engagement program was to ensure stakeholders clearly understood what kind of input The City was seeking and what would be done with that input, as well as the reasons for which the study had deviated from the engagement process set out by The City in its Transportation Corridor Study Policy.

Given these considerations, a three phase study process was developed, which would include appropriate engagement at each phase, as required by the Transportation Corridor Study Policy. For the Sarcee Trail / Richmond Road Interchange Study, the appropriate level of engagement was predicated on:

- Engaging stakeholders and citizens early in the study
- Collaborating with stakeholders and involving them in the decision making process

The engagement process consisted of three phases, as outlined in **Figure 1** and elaborated on below:

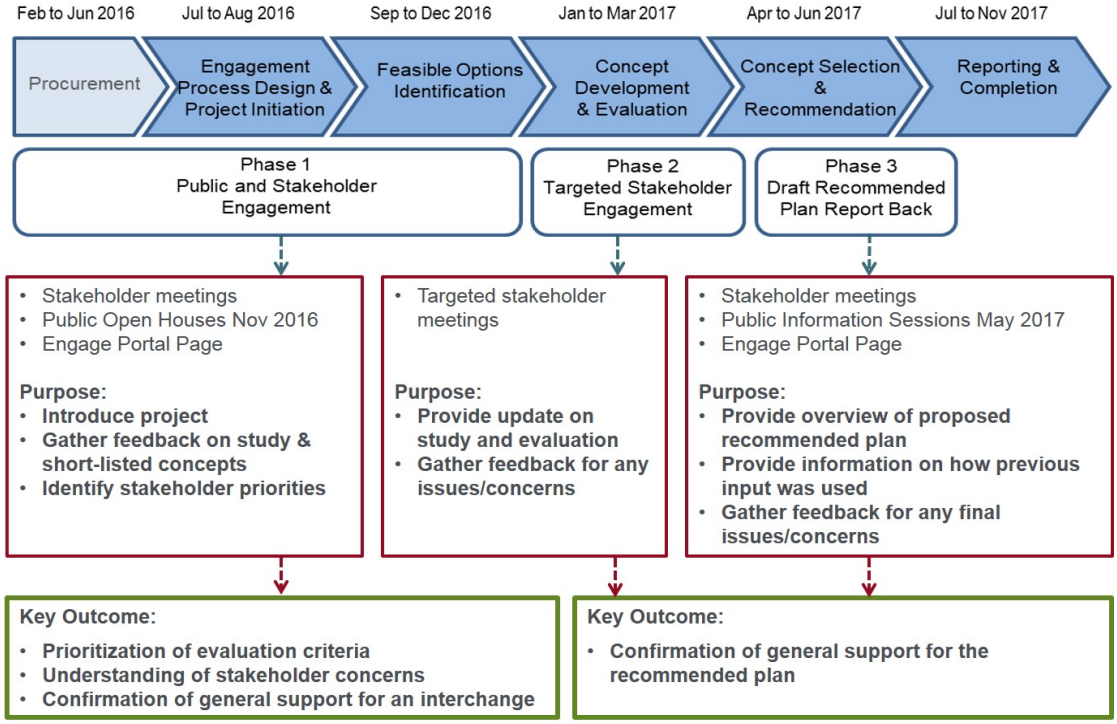


Figure 1 – Engagement Process Diagram Used During Study

Phase 1: Public and Stakeholder Engagement

During Phase 1, stakeholders and members of the public had an opportunity to learn about the project, and provide their feedback regarding the study and the short-listed interchange concepts. Key outcomes of this phase included the prioritization of criteria to evaluate the concepts, an understanding of specific stakeholder concerns, and confirmation that stakeholders were generally in favour of the need for an interchange. A summary of feedback from Phase 1 and verbatim feedback from the public open houses were posted to the Engage! portal page.

Engagement events during Phase 1 consisted of 3 community meetings, external stakeholder meetings, 4 property owner meetings, 2 public open houses, and online participation, reaching over **350 participants**. Project information and study progress were shared through the project website.

Phase 2: Targeted Stakeholder Engagement

During Phase 2, the feedback from Phase 1 was reviewed and design options were developed with consideration of the Phase 1 feedback. The preliminary design options were presented to adjacent business property owners and Alberta Transportation for feedback and refinement, and evaluated based on stakeholder priorities identified in Phase 1.

Engagement events during Phase 2 consisted of 4 property owner meetings, and an Alberta Transportation meeting, with approximately **20 participants**.

Phase 3: Draft Recommended Plan Report Back

In Phase 3, two public information sessions were held to provide members of the public with an overview of the proposed recommended plan for the interchange, provide information regarding how input from the previous open houses impacted the proposed design, and gather feedback on any final issues or concerns. Key outcomes of this phase included confirmation that stakeholders were generally supportive of the recommended plan. The recommended plan was further refined and finalized based on additional stakeholder and public input.

The Engage! portal page was updated on an ongoing basis to include updated project information as well as results from Phase 1 and 2 engagement. The final engagement summary report was posted to the Engage! portal page to provide a complete overview of the project engagement program, a summary of stakeholder feedback as well as verbatim stakeholder comments, and an overview of how stakeholders' comments and suggestions were incorporated into the final recommended plan.

Engagement events during Phase 3 consisted of a community meeting, 4 property owner meetings, a tenant meeting, two information sessions and online participation; the public information sessions and online component reached over **300 participants**. The final study plan and recommendations were shared through the project website.

Alignment with Corridor Study Policy:

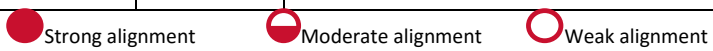
The Sarcee Trail / Richmond Road Interchange Functional Planning Study was initiated after approval of the Transportation Corridor Study Policy and was scoped to include early learnings from the policy development. **Table 1** below summarizes the study's alignment with the policy:

Table 1 – Policy Alignment

Policy Point	Alignment	Notes
Use of a multi-faceted communications approach		• Engagement events consisted of: o Open houses o Online participation o Landowner meetings o Community meetings • Communications tools included: o Community Associated newsletters o Direct mailing o Roadside signs o Project website o Social media

Policy Point	Alignment	Notes
Appropriate level of engagement based on: • Classification of corridor • Impact to surrounding community • Engage! policy		• For this study, the engagement level was appropriate given the previous work done in support of the SWCRR, and the need for an interchange was confirmed through previous analysis and reporting • One of the goals of the study was to update the previous recommended plans to fit within the ROW with minimal impact to surrounding properties
Provide clear definitions of desired outcomes and tradeoffs for all modes		• The options presented to the public included an outline of benefits and tradeoffs to assist the public and stakeholders in evaluating and understanding the potential impacts of the different options • The evaluation criteria used included categories for each mode of travel and the results were shared with the public and stakeholders
Work with stakeholders to identify existing and potential issues		• The objective of Phase 1 of the engagement process was to identify existing and potential issues as perceived by the public • Numerous meetings were held with property owners to identify potential issues with the design concepts. Refinements were made to address issues, particularly with respect to the surrounding activity centres and tie-in with the SWCRR
Develop concepts that: • Preserve the integrity of adjacent communities • Identify community improvements • Minimize negative impacts • Include a 'do nothing' concept • Including staging/prioritization for interim and ultimate solutions		• The objective of the study was to develop a balanced plan that will connect to the future SWCRR, improve active mode connectivity, and minimize impacts to surrounding communities and businesses • A 'do-nothing' scenario was analysed to provide a high-level cost/benefit comparison and confirm findings from the previous analysis done as part of the downstream traffic impact analysis for the SWCRR • The interchange has been planned for initial construction to its ultimate state. Interim staging to tie in with the SWCRR may be warranted

Policy Point	Alignment	Notes
Communicate timelines / triggers for each concept		• The interchange plan fits within the ROW and City owned land but is unfunded. Next steps and timelines of prioritization process for project funding were clearly communicated



Project Status

The Sarcee Trail / Richmond Road Interchange functional planning study was completed in November 2017 with the final recommendation presented to the public via the project website. Council approved the study recommendations in February 2018.

Successes and Lessons Learned

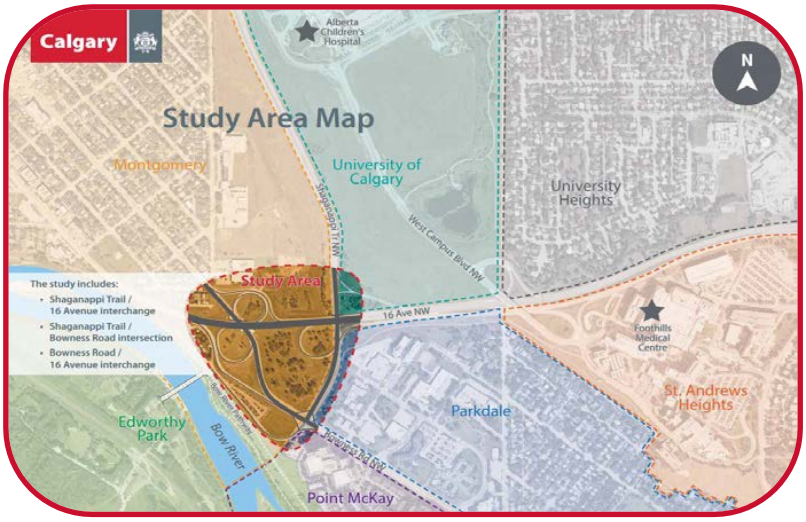
The Sarcee Trail / Richmond Road Interchange Study saw the following **successes**:

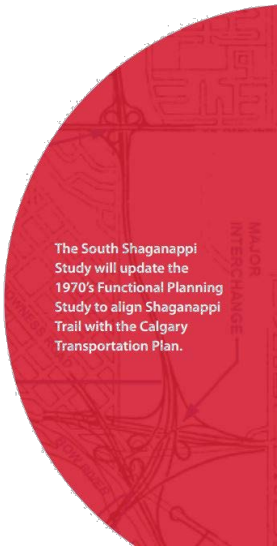
- Strong support was received from stakeholders and the public on the recommended plan, with an emphasis on their satisfaction with their involvement in the process and the opportunities presented to participate throughout the study in various ways
- Extra effort put into 'story-telling' during initial stakeholder meetings and open houses to clearly communicated project objectives and constraints, and how feedback was used, was recognized and well received

The Sarcee Trail / Richmond Road Interchange Study provided the following **lessons learned**:

- The importance of educating and keeping the public and stakeholders focused on project objectives throughout the study. Downstream traffic impacts of the SWCRR and anticipated changes in the area were often associated with the study

South Shaganappi Study





Roadway Classification: Skeletal Road, Arterial Street, Urban Boulevard
Adjacent Land Uses: Inner City, Major Activity Center, Neighbourhood Corridor

Project Objective:

Start Date: August 2015
Completion Date: July 2018
% of Budget for Engagement: 45%

In 2009, Council approved the Calgary Transportation Plan (CTP). It reclassified Shaganappi Trail to an Arterial Street from a Skeletal Road and identified the corridor as a primary route for transit, cycling and HOV (high occupancy vehicles). In addition, the CTP reconfirmed that the Bow River crossing would not be reconsidered. This means that Shaganappi Trail would not function as a north-south connector across the river.

These changes required The City to revisit how Shaganappi Trail was designed in the south end. The South Shaganappi Study worked with stakeholders and the public to determine the best way of addressing these challenges and ensure the future design of the study area meets the needs of the community.

The objective of the study was to review and recommend infrastructure that aligns the future corridor plans for Shaganappi Trail with the 2009 CTP, the Municipal Development Plan (MDP), and adjacent land uses, and to identify what land was no longer required for road infrastructure. Additional study objectives included:

- Improving safety for those who use and/or live by the corridor

- Improving accessibility across and throughout the corridor, reconnecting the adjacent communities of Montgomery and Parkdale/Point McKay
- Accommodating all modes of transportation including walking, cycling, driving, HOV, and transit
- Moving people and goods in an efficient way, providing continuous traffic flow and a reduction in greenhouse gas emissions
- Exploring opportunities for using the land in the study area that is not required for infrastructure

Corridor Characteristics:

The Shaganappi South study area covers the junction of three major roadways:

- 16 Avenue N.W. (Trans-Canada Highway) which is classified as a Skeletal Road in the study segment, although it transitions to an Urban Boulevard east and west of the study area. 16 Avenue N.W. has traffic volumes of approximately 35,000 vehicles/day
- Shaganappi Trail, an Arterial Street, with traffic volumes of approximately 24,000 vehicles/day
- Bowness Road, a Neighbourhood Boulevard which transitions to a Parkway, with traffic volumes of approximately 12,000 vehicles/day

The study area is bordered to the east and west by the established inner city residential communities of Montgomery and Parkdale/Point McKay, to the south by the Bow River and its associated pathway system, and to the north by a steep hill leading to the Alberta Children's Hospital and the University of Calgary West Campus.

Study Process:

In developing the study process, the following were taken into consideration:

- Although the study area covers a junction of network-relevant routes, it is also a bordering area for several inner city, established residential communities so both adjacent residents and commuters will be impacted by any recommendations
- The existing infrastructure is oversized for the current roadway classifications; reduction in infrastructure is counter-intuitive to a traditional planning process
- Although a consideration of the study was to identify surplus right-of-way, the study would not examine or recommend potential uses for the surplus land

Given these considerations, a three phase study process was developed, which would include appropriate engagement at each phase, as required by the Transportation Corridor Study Policy. For the South Shaganappi Study, the appropriate level of engagement was predicated on:

- Bringing stakeholders and the public to understand the potential benefit of a reduction in infrastructure footprint
- Involving key stakeholders in a more focused environment at key decision points throughout the study

The engagement process consisted of three phases, as outlined in **Figure 1** and elaborated on below:

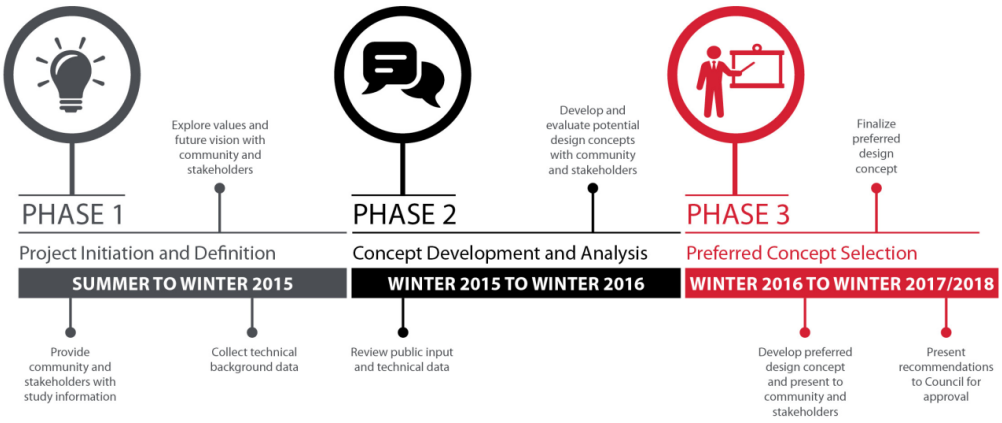


Figure 1 – Engagement Process Diagram Used During Study

Phase 1: Project Initiation and Definition

Phase 1 informed the community and key stakeholders of the project objectives, scope and context. Public engagement was carried out to establish community values and hopes for the corridor, prior to investigating any improvement concepts, and to understand existing concerns and issues. Engagement events were selected to reach a broad audience for input and to develop a core advisory group of stakeholders interested in participating at a more focused level throughout the study.

Engagement events during Phase 1 consisted of external stakeholder meetings, a public open house, online participation and a Community Advisory Group meeting, reaching over **100 participants**.

Phase 2: Concept Development and Analysis

During Phase 2, the feedback from Phase 1 was reviewed and synthesized. The project team worked with residents to generate design ideas which were used to develop preliminary corridor design concepts. The preliminary design concepts were prepared and presented to the public for feedback. Engagement events were selected to include interested stakeholders in the idea generation process and to share information and receive feedback from both a broad audience and the advisory group.

Engagement events during Phase 2 consisted of 2 Design Idea Workshops, online participation, 2 public open houses, external stakeholder meetings, and a Community Advisory Group meeting, reaching approximately **950 participants**.

Phase 3: Preferred Concept Selection

The feedback gathered from stakeholders and the community in Phases 1 and 2 was considered alongside technical data in Phase 3 and helped the project team to narrow the potential concepts to a single preferred design. The preferred concept was presented to the community, key stakeholders and the public. Engagement events were selected to gather feedback from a focused group on the presentation of the final concept and to facilitate the sharing of information with a broad audience.

Engagement events during Phase 3 consisted of a Community Advisory Group meeting, and a public open house.

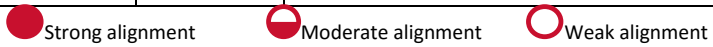
Alignment with Corridor Study Policy:

The South Shaganappi Study was initiated after approval of the Transportation Corridor Study Policy and was scoped to align with key policy points. **Table 1** below summarizes the study's alignment with the policy:

Table 1 – Policy Alignment

Policy Point	Alignment	Notes
Use of a multi-faceted communications approach		• Engagement events consisted of: o Open houses o Workshops o Online participation o External stakeholder meetings o Community Advisory Group • Communications tools included: o Email distribution list o Community Association newsletters o Postcards (mailed and hand delivered) o Roadside signs o Project website o Social media
Appropriate level of engagement based on: • Classification of corridor • Impact to surrounding community • Engage! policy		• Engage! assessment indicated a Level 3C: High impact, high complexity at project initiation • Although the study area comprises the junction of a number of network roads important to commuters, the adjacent communities would see the most impact from any large scale infrastructure changes. The Community Advisory Group was established to provide strong representation from these stakeholders. • The adjacent communities were also provided with advance access to information and invite-only workshops and open houses prior to those for the general public in order to better reflect their specific interests.
Provide clear definitions of desired outcomes and tradeoffs for all modes		• The options presented to the public included an outline of benefits and tradeoffs to assist the public and stakeholders in evaluating and understanding the potential impacts of the different options

Policy Point	Alignment	Notes
		• The evaluation criteria used included categories for each mode of travel and the results were shared with the public and stakeholders
Work with stakeholders to identify existing and potential issues		• The objective of Phase 1 of the engagement process was to identify existing and potential issues as perceived by the public. These issues were then used to develop options that would ideally resolve them, as well as to identify short-term improvements that would provide more immediate benefit to the communities and public. • The project team worked closely with key stakeholders such as the Montgomery Community Association to identify impacts within the community and to understand the community's concerns. This involved additional one-on-one meetings and communication.
Develop concepts that: • Preserve the integrity of adjacent communities • Identify community improvements • Minimize negative impacts • Include a 'do nothing' concept • Including staging/prioritization for interim and ultimate solutions		• A 'no-build' concept was included as one of the preliminary design concepts. This option highlighted the latent potential of the area as well as the cost associated with leaving the infrastructure 'as is'. • Interim plans were developed to address safety concerns and other issues identified by the public in Phase 1. The impacts of the interim plans required additional consultation with the Montgomery Community Association as they raised concerns about the balance of improvements to address safety concerns for commuters and the impacts to community traffic issues.
Communicate timelines / triggers for each concept		• The long term options are currently unfunded and this messaging was shared with stakeholders and the public. The alignment of lifecycle rehabilitation work on the existing infrastructure and the implementation of long term plans was outlined and positively received.



Project Status

The South Shaganappi Study was completed in Fall 2017. Approval of the recommendations was obtained from Council in July 2018.

Successes and Lessons Learned

The South Shaganappi Study saw the following **successes**:

- Responsiveness to public and stakeholder feedback, including the addition of one-on-one meetings with the Montgomery Community Association to respond to concerns
- The introduction of the no-build option provided a clear understanding to stakeholders and the public of the implications of making no changes to the corridor, including outlining that there are still costs associated with maintaining the existing conditions

The South Shaganappi Study provided the following **lessons learned**:

- The original scope involved having the community and public develop design ideas that could be moved forward. However, this process needed to be revisited when it became apparent that the objective of reducing the infrastructure footprint wasn't clearly understood by stakeholders. The project team needed to use strong 'story-telling' messaging to bring the public along and help bridge the gap between traditional infrastructure planning (increasing infrastructure) and the context-specific 'right-sizing' appropriate for this location. The fluidity of the process allowed for only minor impacts to project schedule and budget and allowed the project team to continue obtaining valuable feedback that helped move the project forward.
- The project team presented the short term options to the public in Phase 2, prior to having the adjacent community provide input. This caused concerns with the community of Montgomery as they felt the short term recommendations had the most impact on their community and were looking for an opportunity to provide more focused feedback than what was asked of the general public. The project team had to work closely with the Montgomery Community Association to restore trust and re-open the lines of communication with this important stakeholder. Understanding the specific interests of different stakeholders and adjusting the communications and engagement strategy to provide appropriate opportunities for input is critical to project success.

50 Avenue S.W. Corridor Study

Roadway Classification: Parkway
Adjacent Land Uses: Inner City, Green Space

Project Objective:

50 Avenue S.W., between Crowchild Trail and 14A Street S.W., is an east-west corridor in southwest Calgary which provides access to adjacent residential communities and connects people to schools and destinations such as the Glenmore Athletic Park, River Park and Sandy Beach. At one point, this corridor had been designed as an Expressway and was intended to carry a large volume of traffic over long distances, including over the Elbow River. However, this function has been superseded by a parallel route (the Glenmore Causeway), the provision of a future river crossing has been ruled out by Council (GoPlan 95 and CTP 2009), and the corridor has been reclassified as a Parkway.

Start Date: September 2015
Completion Date: March 2017
% of Budget for Engagement: 35%

Given that the function of 50 Avenue S.W. is no longer consistent with the existing design of the roadway, The City undertook the 50 Avenue S.W. Corridor Study to determine how the corridor could transition to a Parkway standard in the future, with an enhanced emphasis on multi-modal mobility and integration with adjacent natural areas and green spaces.

The objective of the corridor study was to develop a new design for 50 Avenue S.W. that would support all modes of transportation, improve the look of the corridor and create a plan for possible future construction. The study looked at both short-term and long-term improvements.

Corridor Characteristics:

The 50 Avenue S.W. corridor essentially operates as a collector roadway between Crowchild Trail and 14A Street S.W., serving the communities of Altadore and North Glenmore Park. It terminates at the east end at the Elbow River and serves the associated recreational facilities including the River Park dog park, Sandy Beach Park and the Elbow River pathway system. There are a number of schools along the corridor, as well as the Glenmore Athletic Park and the Glenmore Water Treatment Plant, and residential frontages.

50 Avenue S.W. is a two lane roadway with parallel on-street parking on both sides, intersected by north-south streets in a traditional inner-city grid pattern. The corridor is straight, both vertically and horizontally, and has a right-of-way which varies between 20.1 m and 36.4 m. Approximately 12,000 vehicles per day travel along the busiest segment of 50 Avenue S.W., just east of Crowchild Trail.

Study Process:

In developing the study process, the following were taken into consideration:

- 50 Avenue S.W. is primarily a community corridor, rather than a network-level facility
- The destinations along 50 Avenue S.W. are regional attractors and primarily recreational and institutional in nature
- There is sufficient existing right-of-way available to accommodate a number of corridor options; property impacts should be easily avoidable
- Previous discussions with the adjacent communities through other projects indicated there existed community-level concerns regarding the need for traffic calming and pedestrian safety

Given these considerations, a four phase study process was developed, which would include appropriate engagement at each phase, as required by the Transportation Corridor Study Policy. For the 50 Avenue S.W. Corridor Study, the appropriate level of engagement was predicated on:

- Community-led issues identification
- Development, evaluation and selection of options being strongly responsive to community priorities

The engagement process consisted of four phases, as outlined in **Figure 1** and elaborated on below:

Figure 1 – Engagement Process Diagram Used During Study

Phase 1: Establish the Vision for 50 Avenue S.W.

Phase 1 informed the community and key stakeholders of the project objectives, scope and context. Public engagement was carried out to establish community values and future vision for the corridor, prior to investigating any improvement concepts, and to understand existing concerns and issues. Engagement events were selected to reach a broad and varied audience to obtain the desired input.

Engagement events during Phase 1 consisted of a public open house, online participation and 3 pop-up events in the community, reaching over **800 participants**.

Phase 2: Develop Potential Design Concepts

During Phase 2, the feedback from Phase 1 was reviewed and synthesized and preliminary corridor design concepts were developed with consideration of the Phase 1 feedback. The preliminary design concepts were prepared and presented to the public for feedback. Engagement events were selected to facilitate the attainment of detailed feedback on the options from a broad audience.

Engagement events during Phase 2 consisted of a public open house and online participation, reaching approximately **950 participants**.

Phase 3: Select Preferred Design Concepts

A preferred corridor concept was selected and refined in Phase 3 based on technical evaluation and public feedback obtained in Phase 2. The preferred concept was presented to the community, key stakeholders and the public and the input provided was used to further refine the preferred concept. Engagement events were selected to share information and obtain feedback from a broad audience.

Engagement events during Phase 3 consisted of a public open house, online participation and 3 pop-up events in the community, reaching over **650 participants**.

Phase 4: Present Final Design Concept

In the final phase, the completed corridor design was presented to the public and study findings and recommendations were documented. Engagement events were selected to facilitate the sharing of information.

In Phase 4, the final study plans and recommendations were shared through the project website.

Alignment with Corridor Study Policy:

The 50 Avenue S.W. Corridor Study was initiated after approval of the Transportation Corridor Study Policy and was scoped to align with key policy points. **Table 1** below summarizes the study's alignment with the policy:

Table 1 – Policy Alignment

Policy Point	Alignment	Notes
Use of a multi-faceted communications approach		• Engagement events consisted of: o Open houses o Online participation o Pop up events at community gathering places • Communications tools included: o Email distribution list o Community Association newsletters o Postcards (mailed and hand delivered) o Roadside signs o Posters placed in local businesses o Project website o Social media
Appropriate level of engagement based on: • Classification of corridor • Impact to surrounding community • Engage! policy		• Engage! assessment indicated a Level 2B: Medium impact, medium complexity at project initiation • The classification of the corridor as a Parkway categorizes it as a Liveable Street, and is considered to be a community/neighbourhood corridor. This classification supports strong community input on the project outcomes and objectives.
Provide clear definitions of desired outcomes and tradeoffs for all modes		• The options presented to the public included an outline of benefits and tradeoffs to assist the public and stakeholders in evaluating and understanding the potential impacts of the different options • The evaluation criteria used included categories for each mode of travel and the results were shared with the public and stakeholders
Work with stakeholders to identify existing and potential issues		• The objective of Phase 1 of the engagement process was to identify existing and potential issues as perceived by the public. These issues were then used to develop options that would ideally resolve them, as well as to identify short-term improvements that would provide more immediate benefit to the communities and public. • The different methods used to 'pull out' the issues from the public involved feedback forms, online and in-person mapping tools, and pop-up events within the community. These methods were selected to

Policy Point	Alignment	Notes
		provide a wide range of options, locations and times to get stakeholders involved.
Develop concepts that: • Preserve the integrity of adjacent communities • Identify community improvements • Minimize negative impacts • Include a 'do nothing' concept • Including staging/prioritization for interim and ultimate solutions		• A 'do-nothing' concept was included as one of the preliminary design concepts. Although Phase 1 feedback reflected a desire by some participants to leave the corridor as is, Phase 2 showed that this concept was much less desirable when clearly compared to other options. • Responding to public feedback, a roundabout was examined as a potential intersection treatment at one location along the corridor. Ultimately, it was not recommended as it had significant property impacts without correspondingly significant benefits to traffic flow or safety. This recommendation was positively received by the public. • Interim plans were developed which addressed safety concerns and other issues identified by the public in Phase 1. These plans were generally met with support.
Communicate timelines / triggers for each concept		• There were a number of ongoing projects at implementation stage within the study area during the course of the 50 Avenue S.W. Corridor Study. The long term, unfunded nature of the Corridor Study required additional messaging throughout the project as it became clear there was confusion regarding the potential timing for the recommendations. • Although efforts were made to communicate the City process for long-term transportation plans, there seemed to be a disconnect between people's desire to be involved and the realization that there was no certainty to the implementation of the recommendations.

 Strong alignment  Moderate alignment  Weak alignment

Project Status

The 50 Avenue S.W. Corridor Study was completed in March 2017 with the final interim and long-term plans presented to the public via the project website. Approval was obtained through Administration's Transportation Leadership Team (TLT) as there were no property impacts or near-term capital funding requirements.

Successes and Lessons Learned

The 50 Avenue S.W. Corridor Study saw the following **successes**:

- Responsiveness to public and stakeholder feedback, including:
    - Refinements to the recommendations to address underlying stakeholder desires (i.e., the high public support for separate bike lanes related to the desire to have separation between pedestrians and cyclists, achieved through widening of pathway and sidewalk facilities in the recommended plan)
    - Addition of short-term improvements related to the Crowchild Trail interchange and 22 Street S.W. based on the issues raised by the public
    - The use of pop-up engagement events in Phase 3 based on the success of those in Phase 1
- The introduction of the do-nothing option provided a clear understanding to stakeholders and the public of the implications of making no changes to the corridor, including outlining that there are still costs associated with maintaining the existing conditions
- The corridor study provided an opportunity to pilot messaging related to the way stakeholder feedback is integrated into the study, and that it is only one factor used by the project team in developing and evaluating options

The 50 Avenue S.W. Corridor Study provided the following **lessons learned**:

- There continued to be a disconnect between the level of engagement opportunity provided to stakeholders and the long-term, unfunded and unapproved nature of corridor studies. This disconnect resulted in some additional messaging being required in latter phases of the project.