

## Project Agreement - CityLAB Semester in Residence Fall 2020 Complete Streets Intersection Makeover Project

**Submitted:** Friday October 9, 2020

**Introduction:** The role of the project agreement is to document the expectations for the project, define objectives, clarify constraints or limitations, and outline responsibilities to ensure clarity for the project. The Terms of Reference document provides guidance for how this agreement has been developed. Students are responsible for ensuring that all sections of this agreement are complete, with the knowledge that this agreement will be referenced throughout the semester. This agreement will form the structure of the final academic report.

**Project Summary:** The Complete Streets Intersection Makeover Project aims to improve city streets and intersections, making them safer for all users. From October through December, the goal is to engage with the Hamilton Ward 1 stakeholders. The project can be sectioned into three distinct but connected goals, including 1) production of media intended to inform Ward 1 residents and stakeholders of the project, 2) an online design charrette to gather input from the community, and 3) a report submitted to City staff with findings and recommendation relevant to the Hamilton Complete Streets Intersection Makeover Project.

### Project Team

**Students:** Julia Menezes, Tanisha Palmer, Foramben Patel & Sarnti Sornpaisarn

**City Staff:** Rachel Johnson & Peter Topalovic

**City Partners:** Councillor Maureen Wilson

### Project Overview

**Context:** Between 2018-2019 Hamilton City Councillor Maureen Wilson (Ward 1) witnessed a community-led intersection transformation while visiting Rochester, New York. Upon returning to Hamilton, Councillor Wilson enlisted the help of Hamilton City staff to learn more about Rochester's intersection transformation and about Complete Streets design. Unfortunately, due to the COVID-19 pandemic, City staff have been unable to allocate resources to the Complete Streets Intersection Makeover project in Ward 1.

In the face of the COVID-19 pandemic, there is a greater need for physical distance between pedestrians and safe thoroughfares for cyclists, making safe and accessible intersections increasingly important. CityLAB SIR students will help to get this project

“off the ground” by reaching out to stakeholders in Ward 1, identifying a potential candidate intersection, and engaging with stakeholders to determine specific Complete Streets design features that could be added to the intersection. The project will be undertaken with the assumption that pandemic restrictions will continue into any future project work during 2021.

**Problem:** The Complete Streets Intersection Makeover Project seeks to address the problems of inaccessible and unsafe intersections. The scope of our project seeks to address the problem of engaging Ward 1 residents and relevant community stakeholders in reimagining the design of one inaccessible or unsafe intersection in Ward 1.

**Priority Challenge:** We seek to address the following challenge: how can we engage Ward 1 residents and relevant community stakeholders in the design of a safer intersection in line with the development of the “Complete, Better, Livable Design Manual”, the current Transportation Master Plan (TMP) and other City of Hamilton policies.

**In Scope for the SIR:** Within the 2 months we have for this project, we will be able to carry out a 3-pronged approach with the aim to engage Ward 1 residents and get their input in the potential Complete Streets Intersection Makeover Project. Firstly, we will be producing a Complete Streets video to inform residents on what a Complete Street is and what it looks like. A survey of 5 to 10 intersections will be available to residents to vote on their priority choice. Secondly, we will be implementing a virtual design charrette to allow Ward 1 stakeholders to identify redesign elements important to them. Finally, we will be summarizing our findings in a Complete Streets Intersection Makeover Report for City staff.

**Out of Scope for the SIR:**

- Ongoing engagement with Ward 1 residents during and after the implementation of the Complete Streets Intersection Makeover design.
- Formalizing the Complete Streets Intersection Makeover project designs.
- Implementation of Complete Streets Intersection Makeover.

<p><b>Background Research</b></p>	<p><b>Our background research will focus on the following topics:</b></p> <ul style="list-style-type: none"> <li>● Aspects of Complete Streets design, including intersection design recommendations from the National Association of City Transportation Officials (NACTO).</li> <li>● Information about current Complete Streets infrastructure in other municipalities (i.e. Rochester, NY).</li> <li>● Demographics for residents of Ward 1.</li> <li>● Incident reports from various intersections across Ward 1.</li> <li>● Potential online platforms for charrette-type community engagement.</li> <li>● Documents provided by Rachel for further reading and inspiration.</li> </ul>
<p><b>Goals</b></p>	<ul style="list-style-type: none"> <li>● Inform Ward 1 residents and community stakeholders about Complete Streets design.</li> <li>● Create engaging and adaptable methods of community engagement in Ward 1 (i.e. survey, virtual charette).</li> <li>● Identify one problematic intersection and a potential safe intersection design, informed by community engagement work.</li> <li>● Convert feedback into a comprehensive report for City staff to use for further project implementation.</li> </ul>
<p><b>Timelines</b></p>	<p>The following is an overview of our proposed timeline between September and December 2020.</p> <ul style="list-style-type: none"> <li>● <b>Planning:</b> September 22 - October 9</li> <li>● <b>Implementation:</b> October 19 - November 6</li> <li>● <b>Community Dialogue (Virtual Charrette):</b> One day selected between November 9 and November 20</li> <li>● <b>Report:</b> December 2</li> <li>● <b>Presentation:</b> December 4</li> <li>● <b>Reflection:</b> December 8</li> </ul>

The following is a detailed breakdown of our project Timeline:

Project Stage	Overarching Goals	Week	Deadlines
Background Research & Inform Stakeholders	<ul style="list-style-type: none"> <li>→ Complete background research on the Complete Streets principle, best practices from other municipalities and Ward 1 safety documents.</li> <li>→ Set a virtual charrette date.</li> <li>→ Research and decide on a potential virtual platform for the virtual charrette.</li> <li>→ Create an informational video to inform Ward 1 stakeholders on the "Complete Streets" principle.</li> <li>→ Create a comprehensive list of Ward 1 stakeholders.</li> <li>→ Meet with Councillor Wilson and identify her key priorities and any additional strategic community partners.</li> </ul>	October 5-9	<b>DUE October 9:</b> Project Agreement  <b>COMPLETE BY October 9:</b> <ul style="list-style-type: none"> <li>• Background research and relevant summary notes.</li> <li>• Determine a virtual charrette date and clarify intersection specifics.</li> <li>• Draft a script for the informational video.</li> <li>• Begin researching platforms for the Charrette.</li> </ul>
		October 12-16	<i>Reading Week</i>
		October 19-23	<b>DUE October 20:</b> Agenda for meeting with Councillor Wilson <b>DUE October 20:</b> Informational video script <b>DUE October 23:</b> Draft Dialogue (charrette) Agenda & Delivery Plan  <b>COMPLETE BY October 23:</b> <ul style="list-style-type: none"> <li>• Create informational video and charette invitations.</li> <li>• Finalize virtual platform for charrette.</li> <li>• Create a draft intersection survey (if applicable).</li> </ul>
Community Engagement	<ul style="list-style-type: none"> <li>→ Reach out to Ward 1 stakeholders with the virtual charrette date and related information (i.e. informational video, draft agenda).</li> <li>→ Host virtual charrette!</li> </ul>	October 26-30	<b>October 26:</b> Meet with Councillor Wilson <b>DUE October 30:</b> Final Dialogue (charrette) Plan  <b>COMPLETE BY October 30:</b> <ul style="list-style-type: none"> <li>• Finalize a list of Ward 1 community stakeholders and their contact information.</li> <li>• Contact stakeholders to send out charette invitations and an intersection survey (if applicable).</li> <li>• Finalize virtual charrette details.</li> </ul>
		November 2-6	<b>COMPLETE BY November 6:</b> <ul style="list-style-type: none"> <li>• Confirm attendance of community stakeholders.</li> <li>• Finalize any remaining logistics for the virtual charrette and complete a final "run-through" of the event.</li> </ul>
		November 9-13	<b>COMPLETE BY November 9:</b> <ul style="list-style-type: none"> <li>• Host virtual charrette! (potentially one week later)</li> </ul>
Report & Recommendations	<ul style="list-style-type: none"> <li>→ Compile stakeholder feedback from virtual charrette.</li> <li>→ Draft a final Complete Streets Recommendations Report with a summary of background information, findings from the virtual charrette and proposed recommendations for the future.</li> <li>→ Present findings at Project Showcase.</li> </ul>	November 16-20	<b>DUE November 20:</b> Draft Report Outline
		November 23-27	<b>COMPLETE BY November 27:</b> <ul style="list-style-type: none"> <li>• Finalize diagrams, summary notes and charrette findings for the Complete Streets Recommendations Report.</li> </ul>
		November 30 - December 4	<b>DUE December 2:</b> Final Report <b>DUE December 4:</b> Project Showcase
		December 7-11	<b>DUE December 8:</b> Public Engagement Community of Practice

<b>Deliverables</b> (what are the tangible outputs/outcomes that will be achieved)	<ol style="list-style-type: none"> <li>1. <b>Complete Streets Video:</b> to inform Ward 1 stakeholders about the nature of our engagement work and to define Complete Streets intersection design.</li> <li>2. <b>Virtual Design Charrette:</b> to engage with Ward 1 stakeholders and identify priority intersections and potential solutions informed by Complete Streets design.</li> <li>3. <b>Complete Streets Intersection Makeover Report:</b> to summarize the findings of our background research and the recommendations from stakeholders in Ward 1.</li> </ol>
<b>Resources</b>	At present, there are no financial or additional staff resources allocated to this project. Further resources may be allocated at a future date depending on changing project demands.

	<p>We will use free online platforms throughout the project (i.e. social media, Zoom) in addition to licensed programs provided through the City of Hamilton (i.e. Survey Monkey).</p>
<p><b>Learning Objectives</b></p>	<ul style="list-style-type: none"> <li>● To learn more about Complete Streets and safe traffic design.</li> <li>● To learn more about charrettes as a practice of community engagement.</li> <li>● To learn more about how community engagement work is done in the face of COVID-19.</li> <li>● To develop our project management skills.</li> <li>● To learn more about the municipal project process from the abstract idea stage to concrete community change.</li> </ul>
<p><b>How we will work together</b></p>	<p><b>Meeting Frequency:</b> meeting every 2 weeks</p> <ul style="list-style-type: none"> <li>● Frequency may increase (if needed) closer to the tail end of the project.</li> <li>● Meetings dates expected to change if City staff or students are busy with other tasks.</li> </ul> <p><b>Communication:</b></p> <ul style="list-style-type: none"> <li>● We will be communicating predominantly through email. We will re-evaluate the use of email at a later date.</li> <li>● Online meetings will take place through Zoom, as this is a platform with which both parties are equally familiar.</li> </ul> <p><b>Conflict Resolution:</b> conflict resolution will be facilitated through collaboration.</p> <ul style="list-style-type: none"> <li>● We will work together to find a solution to the problem which works for both students and City staff.</li> <li>● Develop strategies as a team to achieve the common goal.</li> <li>● If and when needed, we will get a third opinion (i.e. Project Manager) on the issue at hand.</li> </ul> <p><b>Principles of Community Engagement:</b></p>

- **Reciprocity** - This project involves collaborating with many stakeholders (City staff, Ward 1 residents, Councillor Wilson). We are committed to working collaboratively with all stakeholders. This involves being transparent about the purposes and goals of the Complete Streets Intersection Makeover project and clarifying that our work will serve as a prototype for future Complete Streets intersection transformations.
- **Equity** - We aim to ensure that information about the Complete Streets Intersection Makeover project (i.e. what a safe intersection entails) is accessible to all Ward 1 stakeholders. Equity means providing opportunities for Ward 1 residents and stakeholders to have their voices and opinions on the project heard. For example, not only promoting video participation during our virtual charrette event, but also providing options for residents to call-in or provide written feedback.
- **Continuity** - Respecting that the Complete Streets Intersection Makeover project will continue after the SIR has ended, we are committed to maintaining strong communication with City staff and community stakeholders to ensure that the scope of our commitment is clear, and that all partners are equipped to continue the project after the semester has ended (i.e. providing a comprehensive report to City staff and ensuring that stakeholders not only develop a relationships with our Team but also the City staff who will be championing the project into 2021).
- **Openness to Learning** - We acknowledge that project goals, timelines and deliverables may shift over the course of the project. We are committed to adapting to changes in a way that promotes constructive dialogue.
- **Commitment to act** - We are committed to conducting background research on the history, culture, and values of the Ward 1 community, and on the principles of Complete Streets design. We are also committed to learning from Ward 1 stakeholders and City staff to compile a comprehensive report of our findings.

**Roles**

**Students:** Complete research on Complete Streets and principles of safe intersection design. Research demographics of Ward 1 to understand how above research is applicable in the community based on current traffic and residential statistics.

**City Staff:** Supportive role to adjust and approve ideas, lead us to correct resources, and guide charrette specifications.

	<p><b>Instructors:</b> Additional supportive role, ensuring deadlines are met and providing additional guidance for project management, dialogue and engagement aspects</p>
	<p><b>Stakeholders:</b> Engage with information, attend virtual charrette, provide input on potential intersections/Complete Streets ideas.</p>
<p><b>Project Deliverable for the City of Hamilton</b></p>	<p><b>Alignment with City of Hamilton Strategic Priorities:</b></p> <p>The Complete Streets Intersection Makeover project fits within Hamilton’s Community Priority #5 Built Environment and Infrastructure. This priority outlines a want for the development of Complete Streets, including design centered around the needs of pedestrians, cyclists, transit users, motorists and movement of goods.</p> <p><b>City Staff Deliverable (e.g. size and type)</b></p> <ul style="list-style-type: none"> <li>● Providing access to online resources (i.e. Survey Monkey).</li> <li>● Providing a list of 5-10 priority intersections (potentially in collaboration with City Traffic staff) which we can input into a survey and encourage Ward 1 stakeholders to complete.</li> <li>● Providing ongoing feedback and recommendations about our project progress and the virtual charette during bi-weekly meetings.</li> </ul> <p><b>Where will the report go and what will it be used for:</b></p> <p>Our report will be used by City staff and the Ward 1 councilor to continue the Complete Streets Intersection Makeover project and to inform further work on Complete Streets intersection projects in other Wards and other Cities. There is an opportunity for the report to be published online to increase transparency and accessibility.</p>