




CROWCHILD TRAIL
CORRIDOR STUDY

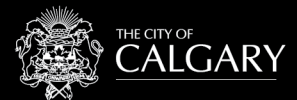
Engagement Design Team

Meeting One

March 11, 2014

calgary.ca | call 311

Onward! Providing more travel choices helps to improve overall mobility in Calgary's transportation system.



Agenda / Discussion Outline

- **Welcome & Overview**
- Project Overview
- Stakeholders
- Engagement Tools Review
- Straw Model
- Wrap Up / Homework

Welcome & Introductions

Please share:

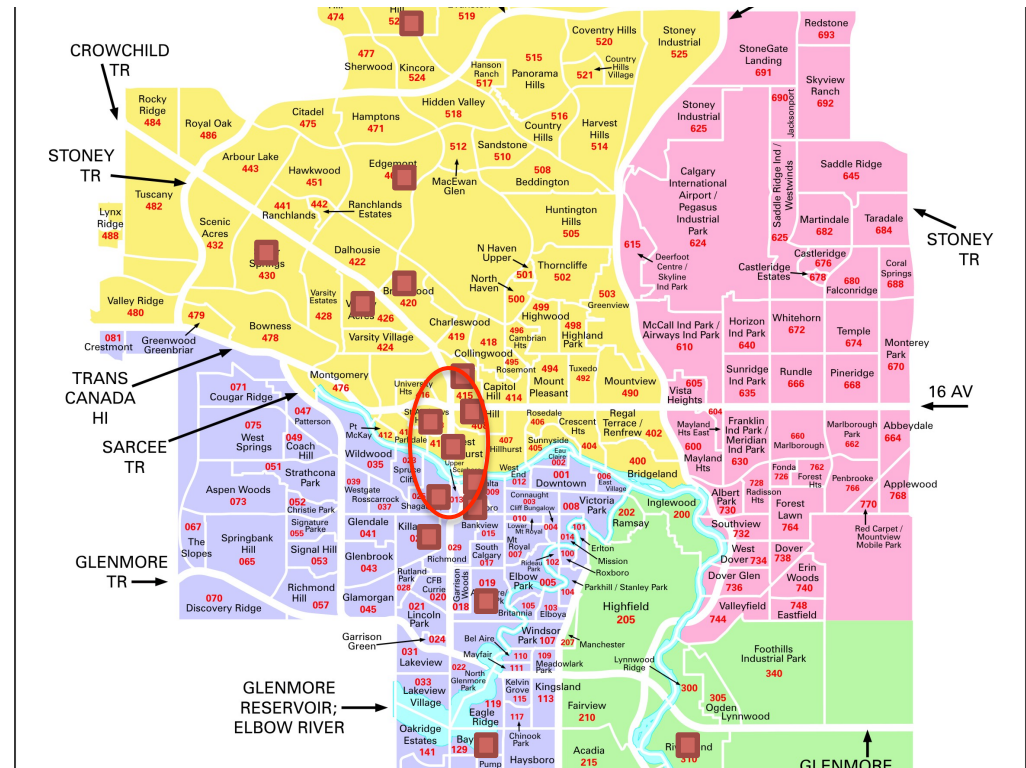
- Your name
- How long you've lived in Calgary
- Your favourite event or festival in Calgary

Engagement Design Team:

- Volunteered or nominated
- Bring a broad range of perspectives

Who is here?

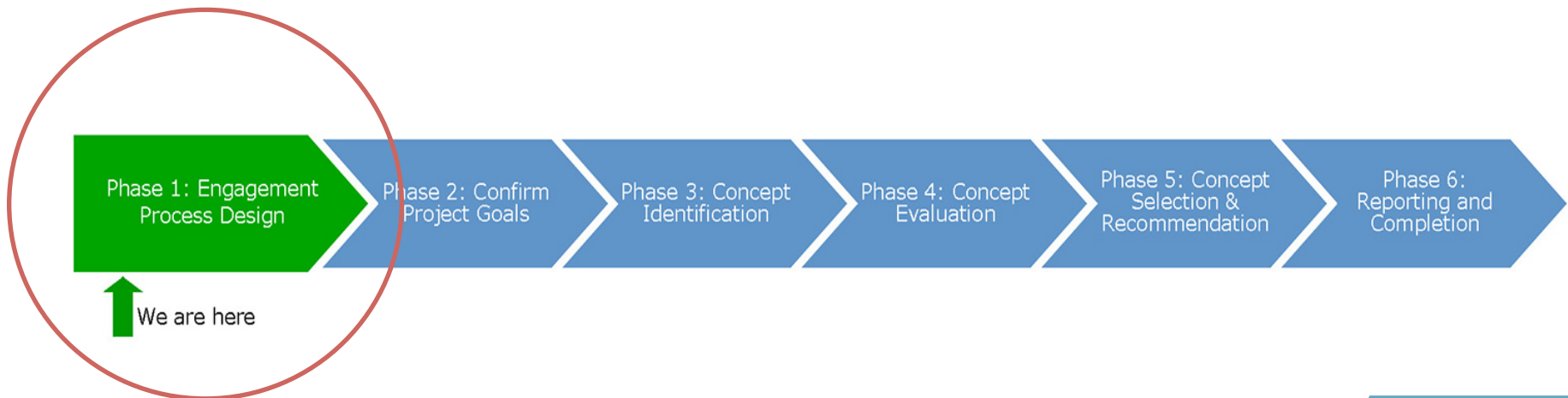
- Residents of adjacent communities
- Calgarians bringing a city-wide perspective



Purpose of the Engagement Design Team

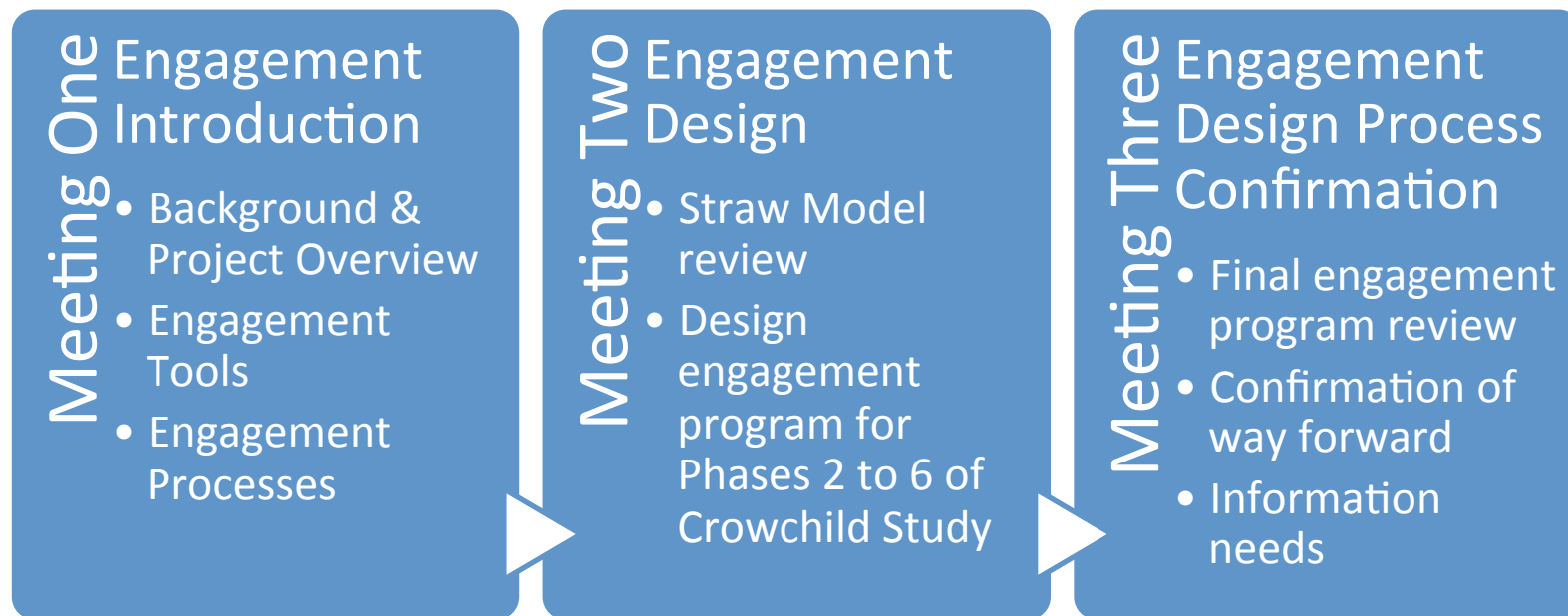
The Engagement Design Team will focus on developing a clear answer to this question:

“How do we have the most effective conversation possible about the Crowchild Trail Corridor Study?”



Purpose of the Engagement Design Team

To help create an engagement program to be applied to Phases 2 to 6 of the Study by participating in three workshops:



Expectations of the Engagement Design...

...Team:

- Help create an engagement program that can be applied to Phases 2 through 6 of the Study
- Engagement program to be approved by City's General Manager, Transportation
- Communicate and share results
- Limited life of the Engagement Design Team

...Team Members:

- Attend all three meetings
 - Workshop #1 – Wednesday, March 11, 6 to 9 p.m.
 - Workshop #2 – Saturday, March 14, 9 a.m. to 3 p.m.
 - Workshop #3 – Thursday, March 19, 6 to 9 p.m.
- Complete Homework
- Respect other Engagement Design Team members

Ground Rules for Discussion

- Stay focused and in process
- One conversation at a time – no side conversations
- Communicate efficiently (allow time for others)
- Seek first to understand (listen generously)
- Challenge ideas, not people
- Encourage new ideas, build on ideas
- Be positive and open
- Turn off / mute phones

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Project Background & Overview

Study Focus:

- Crowchild Trail from 24 Avenue N.W. to 17 Avenue S.W.
- Identify short-, medium- and long-term options for the roadway.
- Look at how best to support other modes of transportation (walking, cycling, public transit) along or across the corridor.
- Evaluating and minimizing impacts to adjacent communities.
- Engage neighbouring community members, stakeholders and Calgarians at-large throughout the decision-making process.
- If approved by Council, recommendations from this study will update the previous corridor plan approved in 1978.

Crowchild Trail Timeline

- 1967: Crowchild Trail opens
- Late 1970s Past Crowchild Trail Corridor Studies (plans of record)
- Early 1980s to early 2000s Completion of free-flow section from Glenmore to 17 Ave S.W.
- Mid 1980s to 2010s Completion of free-flow section from 24 Ave N.W. to Stoney Tr along with extension of the NW LRT system
- 2010s Community planning initiatives (Banff Trail ARP, South Shaganappi Communities Plan, West Campus, West Village, etc.)

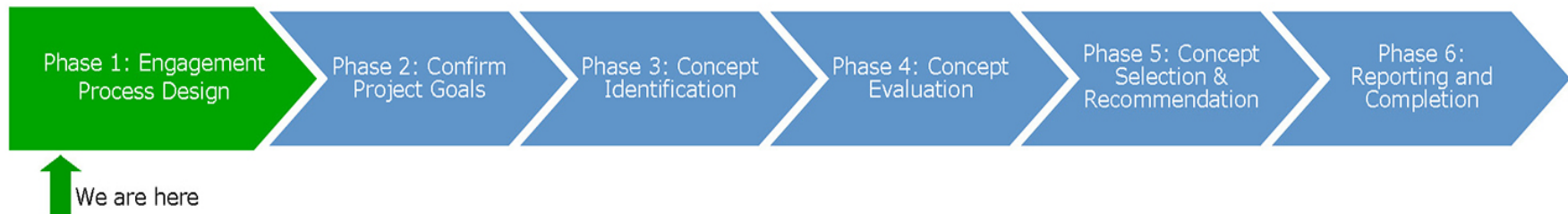
We're doing things differently...

Previous Corridor Study (2011-2012)	Current Process (2015-2016)
<ul style="list-style-type: none"> • Online questionnaire as only opportunity for public input prior to design development. 	<ul style="list-style-type: none"> • Working with EDT to create an engagement program that will give citizens multiple opportunities for input throughout the study.
<ul style="list-style-type: none"> • Developed design options to drive discussions. 	<ul style="list-style-type: none"> • Engagement will occur first and help drive design options.
<ul style="list-style-type: none"> • Public open house presenting design options was the first time many attendees were aware of project. 	<ul style="list-style-type: none"> • There will be many opportunities for engagement, and ongoing communication with stakeholders.

Project Background & Overview

Six-phased Study Plan:

- Provide multiple opportunities for public feedback and input throughout the project.
- Engagement Program (created by the EDT) to be approved end of March/early April 2015.
- Allows the project team to incorporate stakeholder and citizen feedback into the decision-making process throughout the Study.



Project Background & Overview

Phase One, the work of the Engagement Design Team:

- Answer the question: “How do we have the most effective conversation possible about the Crowchild Trail Corridor Study?”
- Design an engagement program that will:
 - Ensure that all are heard who want to be heard.
 - Provide multiple opportunities for stakeholders to provide feedback.
 - Deliver the information that the planning team needs to complete the study.
 - Meet the overall timelines of the project, and follow City policy.

Crowchild Study Phases

Phase 2: Confirm Project Goals

Public Engagement Goal:

- To work with stakeholders and all Calgarians to develop goals and measures that will define success for the Crowchild Trail Corridor Study.

Information the planning team will need for their work:

- Concerns about Crowchild today
- Definitions of success for the Crowchild study
- Factors to prioritize when evaluating options for Crowchild

Crowchild Study Phases

Phase 3: Concept Identification

'No build', short, medium and long term concepts

Public Engagement Goal:

- To work with stakeholders and all Calgarians to develop ideas for how to improve Crowchild Trail now and in the future, based on the project goals developed in Phase 2.

Information the planning team will need for their work:

- How a “no build” scenario affects adjacent communities
- How Crowchild could be changed to meet the project goals
- How changes to Crowchild could help improve area communities
- How users access Crowchild, and how that could change in future

Crowchild Study Phases

Phase 4: Concept Evaluation

Testing concepts and arriving at a short list of options

Public Engagement Goal:

- To work with stakeholders and all Calgarians to evaluate practical options for Crowchild Trail, using the criteria developed in Phase 2.

Information the planning team will need for their work:

- How options impact or improve area communities
- How options correspond with the previous goals developed with the public (or not)

Crowchild Study Phases

Phase 5: Concept Selection & Recommendation

Final evaluation and recommendation of short, medium & long term strategy

Public Engagement Goal:

- To work with stakeholders and all Calgarians to review the plans that have been developed for Crowchild Trail and verify that project goals have been met.

Information the planning team will need for their work:

- Review of recommended plans against the project goals – are they met? If so, how? If not, why not?
- Ideas for prioritization of the improvements

Crowchild Study Phases

Phase 6: Reporting

Finalizing the plan for Council approval, and concluding the public engagement process

Public Engagement Goals:

- To summarize the two-year engagement process and report back to stakeholders and all Calgarians about how it informed the recommendations for Crowchild Trail.

Information the planning team will need for their work:

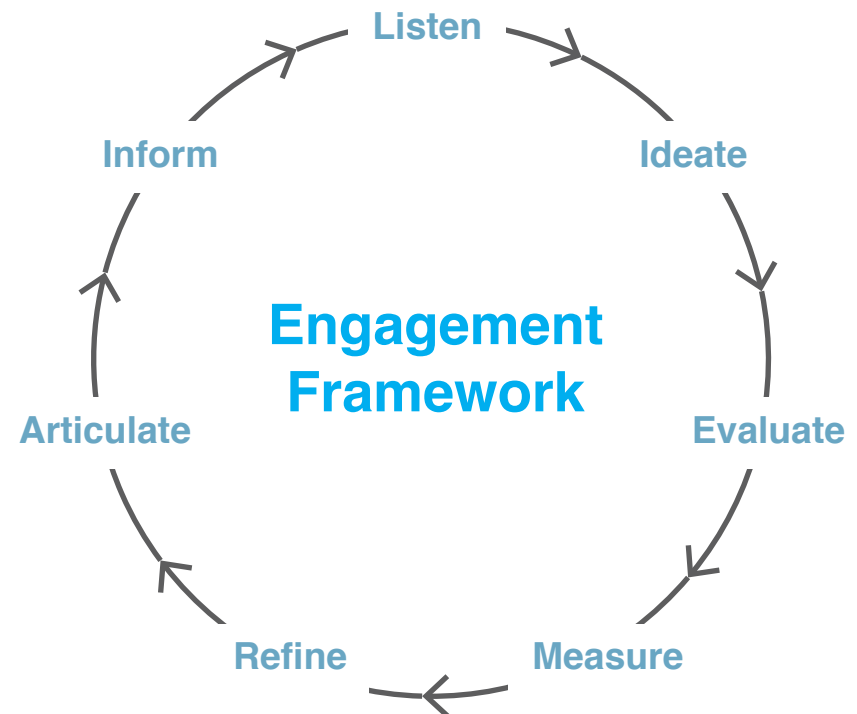
- Input from all stakeholders about their overall satisfaction with the engagement process, and any suggestions for future improvement of City processes

Creating Meaningful Engagement

Engagement:

- Ensures dialogue
- Provides process consistency
- Maintains flexibility
- Is iterative

(Hand out)



Engagement Principles

Proposed principles for engagement include:

- Provide multiple entry points into the conversation
- Clearly define the focus of the engagement
- Reduce anxiety and increase opportunity for thoughtful dialogue
- Use the appropriate tools
- Demonstrate transparency
- Use plain language
- Instill learning into the process

(Hand out)

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Stakeholder Exercise

Purpose: Ask the EDT to help ensure the diversity of Crowchild stakeholders are identified.

Exercise:

- Review the stakeholder list.
- Identify the stakeholders who are missing from the list.
- Identify the expectations of these stakeholders.

Stakeholder Exercise

Draft list of stakeholders includes (presented in no particular order):

- Property owners/residents immediately adjacent to Crowchild Trail
- Residents of adjacent communities
- Community Associations
- Businesses adjacent to Crowchild Trail (office, retail)
- Public institutions
- Users of Crowchild
 - Drivers
 - Transit users
 - Cyclists (mainly across Crowchild)
 - Pedestrians (mainly across Crowchild)

Stakeholder Exercise

For each Stakeholder Group, rate against 5 questions:

Stakeholder:					
Assessment Questions	Very Low	Low	Moderate	High	Very High
1. What is the probably level of difficulty in addressing the problem/opportunity?					
2. What is the potential for stakeholder outrage related to the project?					
3. How important are the potential impacts to the stakeholder?					
4. How much does this stakeholder care about the problem/opportunity to be addressed and decision to be made?					
5. What degree of participation would this stakeholder likely want?					
Special notes or considerations about this stakeholder as we design the engagement process?					

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Face-to-Face/In-situ Tools: Shop Fronts

What: A location with displays and reliable hours to spread information and collect input

Strengths: Multiple opportunities, information displays, accessibility

Weaknesses: Space requirements, self-selection

When: Adaptable and can be used throughout the engagement

Face-to-Face/In situ Tool: Walking Tours

What: Guided walking tours in the project area

Strengths: Allows on-site discussion, engaging, few presentation materials, allows stakeholders near the project to actively highlight issues and concerns

Weaknesses: Small walking tours function better, can be noisy, weather-dependent

When: Best used early on in the process to collect ideas, issues and challenges

Face-to-Face Tools: Open House

What: A session where participants can speak to staff and view presentation boards over 1 or 2 evenings

Strengths: Participants move at own pace, staff on hand, flexibility

Weaknesses: Scheduling, if busy difficult to get staff time, self-selection

When: They can be used throughout the engagement and at specific milestones

In-situ Tool: Sounding Board

What: A physical structure to display information and collect feedback on-site

Strengths: Ability to comment on site, raises awareness, easily moved

Weaknesses: Difficult for drivers, vandalism, regular monitoring

When: Role throughout the engagement process from collecting initial ideas to evaluating design

Online Tools: Crowdsourcing

What: An online group discussion to generate and evaluate ideas

Strengths: Generate ideas, detailed and/or visual questions can be asked, convenient

Weaknesses: Non-representative group, overlapping ideas causing confusion, requires moderation

When: Idea generation, when there is a generous timeframe

Online Tools: Mobile App

What: Gather real-time participant-based data using cell-phones

Strengths: Data, convenient, interactive

Weaknesses: Multiple platforms, ensure not active while moving, privacy

When: Gather initial data, opinions, ideas and reactions

Online Tools: Web-based Mapping

What: Participants submit comments tied to a location

Strengths: Links comments to a location, build on others input, convenient

Weaknesses: Require online comfort, attribution of comments, requires a strategy to encourage participation

When: Early in the engagement process to inform later design stages

Online Tools: Online Questionnaires

What: Widely distributed questionnaire

Strengths: Accessible, generates ideas, convenient

Weaknesses: Can't be generalized, lack of sampling, can't see each others responses

When: Early on to generate ideas

Online Tools: Online Library

What: Online information sharing of various media (text, video, audio)

Strengths: Accessible, convenient, allows wide distribution

Weaknesses: Maybe log-on access, copyright, access control

When: Throughout the project

Online Tools: Online Panel

What: Invitation-only virtual community to meet regularly

Strengths: Idea creation, conversational

Weaknesses: Creating representation, group-think, bias

Resources: Cost varies depending on the online platform

When: Early on to generate ideas with some potential use later in the process

Face-to-Face Tools: Expert Panels

What: Experts with the skill, knowledge and experience to solve a specific issue or challenge

Strengths: Exploration, informs engagement, informative

Weaknesses: Slower, difficult to gather experts, disconnected from community

When: Useful for complex problems and throughout a project

Face-to-Face Tools: In-depth Interviews

What: Lengthy, guided interviews

Strengths: In-depth, insight into feedback, probing questions

Weaknesses: Can't be conducted in large numbers, difficult to generalize, less public discussion of sensitive topics

When: Gathers qualitative data at many project stages, most notably ideation

Face-to-Face Tools: Small Group Discussions

What: Small groups of people discuss specific topics in a carefully planned session

Strengths: In-depth information, active discussion, develop ideas collectively

Weaknesses: Moderator is important, can't extrapolate to larger populations, socially acceptable positions

When: Early in the process to feed into larger forums for participation

Ear-to-Ear: Sample Surveys

What: Surveys of individuals representative of the larger community

Strengths: Reliable data, validating concepts, opportunity for lengthy responses

Weaknesses: Requires landlines, restraints on the type of questions, 'Interviewer effect'

When: Used throughout

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Straw Model Exercise

Purpose: to demonstrate how an Engagement Model could be designed and used to help EDT members when they are asked to work on designing an engagement process.

Not the purpose: to suggest an Engagement Model for the EDT to adopt or recommend.

Exercise:

- Review the Straw Model in groups
- Q&A about the Straw Model
- Set the stage for the EDT homework

Straw Model Principles

Engagement
Objectives

Straw Model
Principles

Engagement
Tool Sets

Aligns with the Engagement Goals:

- Access
- Awareness
- Flexibility
- Productive
- Transparent
- Learning

Aligns with the Enablement Goals:

- Listen
- Ideate
- Evaluate
- Measure
- Refine
- Articulate
- Inform

Tool Selection Criteria:

- **Online**
- **In Situ**
- **Face to Face**

Straw Model Engagement Framework

Tool Selection Criteria:	Recruit & Inform	Listen & Ideate	Consolidate & Distil	Vet & Validate
Online	<ul style="list-style-type: none"> • Online panel / constit. dev. • Online questionnaires • Online library 	<ul style="list-style-type: none"> • Online panel • Online library • Crowdsourcing 	<ul style="list-style-type: none"> • Online panel • Online library • Crowdsourcing 	<ul style="list-style-type: none"> • Online questionnaire • Online library • Sample Survey
Insitu	<ul style="list-style-type: none"> • Sounding boards 	<ul style="list-style-type: none"> • Sounding boards 	<ul style="list-style-type: none"> • Sounding boards 	<ul style="list-style-type: none"> • Sounding boards
Face to Face	<ul style="list-style-type: none"> • Shop fronts 	<ul style="list-style-type: none"> • Shop fronts 	<ul style="list-style-type: none"> • Shop fronts 	<ul style="list-style-type: none"> • Open houses

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Homework Assignment

There are three pieces that the EDT should complete before Saturday's Session:

1. Review the Tools Profiles (hand out)
2. Review the other hand outs, including the Project Backgrounder & Phase Overview
3. Further review the Straw Engagement Model for strengths, weakness & gaps (hand out)
4. Think about and potentially map out your own Straw Model Engagement Framework

Future EDT Meetings

- Meeting Two: Designing an Engagement Process
Purpose: To spend a full day designing the Crowchild Corridor Study Engagement Process.
Date: **March 14, 2015**
Time: **9 a.m. – 2 p.m.**
Location: Assembly Co-working Space
400, 119 14 Street NW
- Meeting Three: Confirming the Recommended Engagement Process
Purpose: To confirm the Crowchild Corridor Study Engagement Process developed in Meeting Two, and to delineate the information and work needed to support that process
Date: **March 19, 2015**
Time: **6 p.m. – 9 p.m.**
Location: Assembly Co-working Space
400, 119 14 Street NW

Closing thoughts

Thank you!




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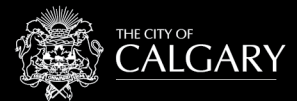
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SPARE SLIDES