

Crowchild Trail Study 2014-2016

Engagement Summary Report

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Appendix – Communications Reporting

Executive Summary

In 2010, The City of Calgary started a transportation corridor study for Crowchild Trail and presented design options to the public at open houses in the fall of 2012. Feedback from the open houses resulted in Council’s Notice of Motion 2012-51, which stopped work on the Crowchild Trail Corridor Study and directed Administration to develop a policy for these types of studies to follow. The 2010-2012 iteration of the study left strong feelings of distrust and anger among community members, especially those in adjacent communities.

While being responsive to the needs of stakeholders, engagement and communications for the 2014 iteration of the study sought to create and support a balanced conversation about the function of Crowchild Trail as a key corridor for moving a large number of people and goods in Calgary, whether by driving, taking transit, walking or biking.

The six-phase study, aligned with the Transportation Corridor Study Policy, provided multiple opportunities for engagement throughout the study. At every phase, City expertise and stakeholder lived experience formed a combined input towards the next phase. Thus:

Phase 1:	City engagement plan straw model	+	EDT refined methods and approaches
Phase 2:	City policy: two goals and three key principles	+	11 stakeholder developed goals
Phase 3:	Stakeholder provided ideas	+	City technical and effort-to-implement review
Phase 4:	City developed concepts	+	Stakeholder evaluation
Phase 5:	City recommendations	+	Stakeholder refinement
Phase 6:	City report-back on process and outcomes	+	Stakeholder evaluation of process

The project team worked with businesses, institutions, emergency response agencies, residents immediately adjacent to Crowchild Tr, bordering communities, and Calgarians at-large. Individuals from 89 Calgary communities participated at in-person events and many more 1000’s participated online, with nearly 29,000 visits to the online tools throughout the six-phase process.

One of the most significant achievements of the study, beyond the recommendations, was the trust and environment for constructive collaboration between the project team and stakeholders. Over the course of the study, comments from stakeholders moved away from skepticism and anger towards cautious optimism and, later, enthusiasm and appreciation for the study process.

The result of the intensive and collaborative study process for the Crowchild Trail Study was a well-balanced plan that met key Transportation Corridor Study Policy objectives to maintain and enhance bordering communities, as well as improve travel along the corridor and improve mobility across the corridor.

1 Engagement Overview

1.1 Background

In 2010, The City of Calgary started a transportation corridor study for Crowchild Trail and presented design options at open houses in the fall of 2012. The intent was to use the design options as a starting place for discussions with stakeholders and the public. Feedback from the open houses resulted in Council's Notice of Motion 2012-51, which stopped work on the Crowchild Trail Corridor Study and directed Administration to develop a policy for these types of studies to follow.

The 2010-2012 iteration of the study left strong feelings of distrust and anger among community members, especially those in adjacent communities. Outcomes of the Crowchild Trail Corridor Study were perceived to be of high risk to those who lived in adjacent communities—risks to their home, community and livelihood. Council's 2012 Notice of Motion provided a strong indication of the influence that public acceptance, and conversely public outrage, had on decision-makers.

Key issues that The City needed to address throughout the new iteration of the study included:

- **Legacy:** The 2010-2012 iteration of the study left a strong and negative impression amongst community members, especially those in adjacent communities.
- **Distrust:** A prevailing sense that The City's engagement efforts were only lip service to the public—that The City already made the decisions, and was not truly asking for meaningful input.
- **Fear and anxiety:** Concerns about potential property and community impacts in adjacent communities resulting from widening Crowchild Trail. There was a sense of fear that the voice of adjacent communities would be lost amongst the voices of commuters (i.e. drivers) and vice versa (communities would have more say).
- **Inclusion vs. exclusion:** 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 contributed to their sense of distrust (Note: *The project team was responsive to this concern and offered an online questionnaire available to the public for input on engagement*).

- **Emerging positions:** Two key positions emerged in early conversations about the study—adjacent communities vs. commuters. Participants in Phase 1 and media coverage, generated in response to the media release about the study restarting, discussed these positions as opposing interests.

Engagement and communication for the study aimed to be responsive to the needs of stakeholders, and to create a balanced conversation about the function of Crowchild Trail as a key corridor in Calgary as well as respecting communities and residents that live next to it.

1.2 Strategy

Throughout the study, engagement maintained a focus on building participants and project team understanding of differing perspectives relating to Crowchild Trail; and how to balance those within the parameters of the study. The study sought to build this shared understanding by using techniques that encouraged participant-to-participant interaction and invited shared problem solving to balance those perspectives.

Early conversations about the study clearly illustrated the need to rebuild trust with stakeholders – the project team addressed this need by committing to and implementing an inclusive, iterative engagement process; and regular, transparent reporting on engagement results and outcomes.

To reassure stakeholders that the project team valued all input to the study, and to specifically address the fear that the voice of adjacent communities would be lost amongst the many voices of commuters or vice versa, the project team structured the objectives of the study around three key principles derived from the Transportation Corridor Study Policy. These were:

- Maintaining and enhancing bordering communities;
- Improving travel along the corridor; and
- Improving mobility across the corridor.

The project team was committed to holding each of these key principles as equal contributions to the success of the study.

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The engagement strategy involved three key elements:

Collaborative engagement process design in Phase 1

- An engagement design team (EDT) consisting of participants, representing both adjacent community and citywide citizen perspectives, collaborated with the Project Team to develop the engagement approach for the study.

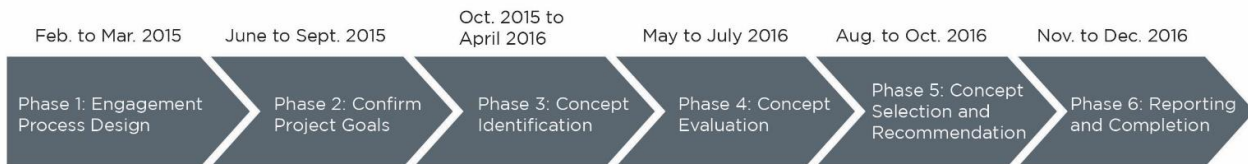
Iterative engagement in Phases 2 through 6

- The six-phase study, aligned with the Transportation Corridor Study Policy, provided multiple opportunities for engagement throughout the study. At every phase City expertise and stakeholder lived experience formed a combined input towards the next phase.

Sharing results of engagement throughout the study

- An integral element of the iterative engagement approach was regular reporting to stakeholders on what was heard, how it was used and if not, explaining why the input could not be incorporated to inform the next phase of the study.

Phase 1:	City engagement plan straw model	+	EDT refined methods and approaches
Phase 2:	City policy: two goals and three key principles	+	11 stakeholder developed goals
Phase 3:	Stakeholder provided ideas	+	City technical and effort-to-implement review
Phase 4:	City developed concepts	+	Stakeholder evaluation
Phase 5:	City recommendations	+	Stakeholder refinement
Phase 6:	City report-back on process and outcomes	+	Stakeholder evaluation of process



1.3 Engagement Techniques

To provide engagement opportunities that were inclusive and as accessible as possible, the project team conducted engagement in-person, in-place and online for each phase wherever appropriate for the type of feedback being sought. Examples include:



In-person

City-hosted workshops at community venues throughout the study area – the city gathered feedback in these workshops (rsvp format) to develop common goals for the study and shared problem solving on potential changes to Crowchild Trail.

City-hosted open houses at community venues near the study area – open houses (drop-in format) were conducted for evaluating draft goals, ideas, concepts, and recommendations.



In-place

Walking tours on-site in the study area were used to gather feedback on goals and draft concepts for the corridor.

Drop-in sessions at community gathering places (e.g. malls, post-secondary schools, hospitals, and community events) were implemented to gather feedback on goals and potential solutions.

Community sounding boards, which are static stations for providing feedback, were located along major pathways, in popular gathering places (community associations) and transit stations near Crowchild Trail. The project team gathered feedback on goals and potential solutions using these boards.



Online

Online tools included mapping tools for gathering ideas and short-form questions and discussion forums for evaluating and refining goals, ideas, concepts, and recommendations.

2 Engagement Process

2.1 Engagement Summary

	Phase 1 Engagement Process Design	Phase 2 Confirm Project Goals	Phase 3 Concept Identification	Phase 4 Concept Evaluation	Phase 5 Concept Selection	Phase 6 Reporting and Completion
	→	→	→	→	→	◆
Date	Feb. to Mar. 2015	June to Sep. 2015	Oct. to Dec. 2015 Jan. to Apr. 2016	May to Jul. 2016	Aug. to Oct. 2016	Nov. to Dec. 2016
Objective	Include citizens to build a trustworthy engagement process	Include citizens to build success criteria grounded in what is important to stakeholders	Include citizens to explore and evaluate ideas informed by lived experience of the corridor	Include citizens to evaluate concepts using the success criteria developed in Phase 2.	Understand citizen perspectives on the strengths and weaknesses of the draft recommendations to improve them	Include citizens to evaluate the study process to improve future studies
Activities	3 workshops and 1 online questionnaire	22 in-person events, 10 idea boards and 3 online tools	19 in-person events, 5 idea boards and 2 online tools	13 in-person events, 1 online tool	9 in-person events, 1 online tool	2 in-person events, 1 online tool
Participation	18 recruits ~2,600 online responses	~400 people in-person/in-place, ~7,100 online responses	~900 people in-person/in-place, ~5,000 online responses	~500 people in-person/in-place, ~1,300 online responses	~780 people in-person/in-place, ~380 online responses	~180 people in-person/in-place, ~50 online responses
What we heard	<ul style="list-style-type: none"> Be fair, available and transparent Demonstrate what has changed Share all information 	<ul style="list-style-type: none"> Avoid private property Improve transition areas Don't compromise traffic flow Keep community connections 	<ul style="list-style-type: none"> Keep solutions simple and free flow Support multiple travel modes Add lane(s) on the bridge Depress rather elevating the roadway 	<ul style="list-style-type: none"> Prioritize improvements to the Bow River bridge Active modes and transit need more attention in the recommendations Sound attenuation needs more attention in the recommendations 	<p>Strengths</p> <ul style="list-style-type: none"> Park enhancements Addition of bike and pedestrian paths Removal of traffic lights <p>Weaknesses</p> <ul style="list-style-type: none"> Not enough noise attenuation in the south No EB Bow Tr. access to SB Crowchild Tr. 	<ul style="list-style-type: none"> Ideas are reflected in the recommendations Property impacts are minimized Traffic flow on Crowchild Tr. is improved Need for more clarity around next steps and construction timing Implement changes sooner
How we used it	<ul style="list-style-type: none"> Co-developed three key principles based on the Transportation Corridor Study Policy Identified in-person, in-place and online engagement techniques to be implemented throughout the next phases of the study Created an online project library 	<ul style="list-style-type: none"> Developed with stakeholders goals across three key principles that were used to evaluate the preliminary concepts in Phase 4 	<ul style="list-style-type: none"> Combined evaluated ideas in various ways to build preliminary concepts for the study area 	<ul style="list-style-type: none"> Developed draft recommendations by understanding how concepts met or fell short of the project goals and key principles 	<ul style="list-style-type: none"> Identified the strengths and weaknesses of the draft recommendations in order to refine them 	<ul style="list-style-type: none"> Identified what were positive results of the study and/or process Identified what was addressed well and not addresses well through the study and/or the engagement process
Output	Co-designed engagement plan	11 project goals 2 City policy goals	A short list of 11 well-evaluated ideas	An evaluation of 7 preliminary concepts	Refinements to finalize draft recommendations	Feedback to be used to improve future transportation corridor studies

2.2 Phase 1 Engagement – Engagement Process Design

2.2.1 What we asked, how we asked

In Phase 1, the project team asked stakeholders to answer the question: “How do we have the most effective conversation possible about the Crowchild Trail Corridor Study?”

The project team established an engagement design team (EDT) to work with them over the course of three workshops to develop an engagement process for the Crowchild Trail Study. The project team also conducted an online questionnaire, which approximately 500 Calgarians completed. They provided the results of this questionnaire to the EDT as reference material for their work.

The EDT consisted of 18 individuals. Participants were either nominated by adjacent Community Associations or selected randomly through a city-wide application and recruitment process. Together the team represented diverse perspectives, including bordering communities, the broader community of Calgary, differing socio-demographics, and different types of Crowchild Trail users.

2.2.2 What we heard

From online questionnaire respondents, we heard they preferred to share input and receive updates on engagement results through online commenting, in-person drop-in sessions and online discussions.

Engagement Tool	Response
Online - provide comments	
Online - interactive discussion	
In-person session - with an agenda (e.g. workshop)	
In-person session - drop-in	
Drop-in session - at a non-City event or festival	
Site walks or visits	
Other (please specify)	

The EDT told us they would like:

- Accurate, relevant and timely information;
- Information that is easy to understand;
- Demonstration of how their input was used and if not, why not;
- Productive and informative conversations;
- Sufficient opportunity for input; and
- Communication about key project decisions and milestones

The EDT also identified that within and/or across each iterative phase of engagement, there are certain tasks that should be accomplished:

- **Tell the story and create awareness:** make the effort to let Calgarians know about the opportunity to participate. And, equip them with the information they need to participate meaningfully.
- **Gather ideas and understand concerns:** collect everyone’s concerns and ideas for/about Crowchild Trail.
- **Refine ideas:** narrow the large number of ideas generated by Calgarians into a smaller set of ideas to develop further.
- **Confirm ideas and report on results:** check back and confirm that what we think we have heard from the community is correct.

2.2.3 How we used the feedback

Together with the EDT, the project team developed 10 guiding principles to govern how engagement should be carried out for the Crowchild Trail Study:

- Provide multiple entry points into the conversation;
- Clearly define the focus of engagement based on the needs of the study;
- Respectful dialogue;
- Use the appropriate tools at appropriate times;
- Demonstrate transparency;
- Be responsive to stakeholders;
- Build trust and show accountability;
- Use plain language;
- Instill learning into the process; and
- Follow an open, well-defined process.

Using the input collected, the engagement plan was designed to include:

- Open houses and workshops;
- Pop-up events and drop-in sessions in the community;
- Walking and bus tours;
- Online input tools;
- Door knockers for use by community members;
- Community idea boards;
- An online project library to provide access to background information and engagement results; and
- A multi-channel public outreach campaign.

2.3 Phase 2 Engagement – Confirm Project Goals

2.3.1 What we asked, how we asked

During this phase, the project team worked with stakeholders and Calgarians to develop goals and measures that defined success for the study.

Through a series of workshops, community pop-up events, walking tours, bus tours, an online tool, and community idea board installations, Calgarians shared with us what was important to maintain or enhance in bordering communities, and what success looked like to them in terms of improving travel along and across the corridor.

After consolidating the feedback from these sessions, the project team developed a draft set of project goals and used an online survey to solicit comments on them in order to refine the content.

Finally, Calgarians, at open houses and with an online tool, reviewed and confirmed the set of project goals, organized by key principles derived from the Transportation Corridor Study Policy Guidelines.



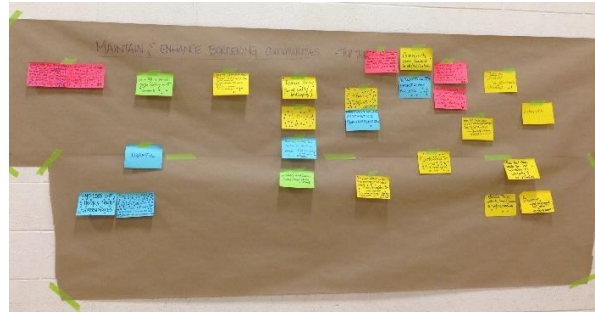
Adjacent residents told us: to explore options that did not require additional right-of-way first. They also told us to address safety concerns for the people who walk, bike, drive, and take transit. As connectivity across Crowchild Trail and access to communities was important, the residents told us to mitigate impacts such as noise and light through the use of landscaping and visually pleasing noise walls.



Calgarians told us: to address congestion and bottlenecks, make Crowchild Trail free-flow and minimize lane changes and weaving, and increase accessibility and connectivity to and from communities along Crowchild Trail with better east-west access. They also told us to consider and promote all modes of travel.



Emergency response agencies told us: Crowchild Trail was an important connector for emergency services as well as local and regional patient transfer between facilities. They told us to improve patient access to facilities by Transit, accommodate increased volume of traffic in the future, and provide a way for emergency vehicles to maneuver around other traffic.



2.3.2 What we heard



Businesses & institutions told us: access and visibility of facilities and businesses was important with Crowchild Trail being an important corridor for employees traveling to these institutions. They told us to facilitate and encourage alternate modes of transportation through improved transit and pedestrian/cyclist infrastructure, as well to provide safe access to/from Crowchild Trail.

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2.3.3 How we used the feedback

The project team used feedback from Calgarians to develop the following set of 11 project goals organized by three key principles:

Maintain and enhance bordering communities

- Prioritize concepts that fit within existing City-owned lands over concepts that require purchasing private property.
- Address how changes to Crowchild Trail affect traffic patterns and safety in bordering communities.
- Recommend current and visually pleasing ways to reduce traffic noise along Crowchild Trail.
- Enhance green spaces, park spaces and pathways along the Crowchild Trail corridor.

Improve travel along the corridor

- Provide continuous pedestrian and cycling routes nearby, but not on, Crowchild Trail to connect major destinations along the corridor.
- Provide for convenient, high-capacity, high-frequency bus service along Crowchild Trail.
- Enhance the Crowchild Trail corridor to better fulfill its role as a primary route for delivery of emergency response and health services, and for connecting to major destinations.
- Provide for more continuous traffic flow on Crowchild Trail that addresses bottleneck points and traffic weaving.

Improve mobility across the corridor

- Enhance the safety and accessibility of transit stops throughout the Crowchild Trail corridor.
- Enhance pedestrian and cycling access across Crowchild Trail, both in the number and quality of crossings.
- Ensure alternate access is provided for bordering communities and businesses if access to Crowchild Trail is removed or changed.

2.4 Phase 3 Engagement – Concept Identification

Phase 3 was conducted in two stages. The first stage involved **gathering** ideas from Calgarians on possible changes to Crowchild Trail and the second stage involved **refining** and evaluating those ideas against the key principles of the study.



2.4.1 What we asked, how we asked (Gather ideas)

In the fall of 2015, through workshops, drop-in sessions, an online tool, and community idea boards, we asked Calgarians to share their ideas about how to improve Crowchild Trail and to identify the benefits, impacts, constraints, and trade-offs of those ideas.

2.4.2 What we heard (Gather ideas)

Over **500 unique ideas** for possible changes to Crowchild Trail, including:

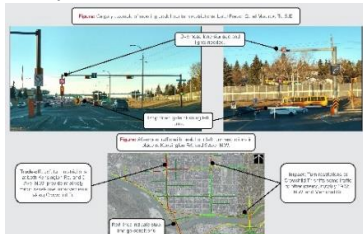


2.4.3 How we used the feedback (Gather ideas)

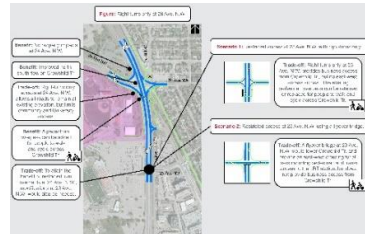
We consolidated the ideas that came from Calgarians into three groups: Ideas that Moved Forward, Ideas Not Continuing and Ideas to be Explored in Phase 4.

Ideas that Moved Forward

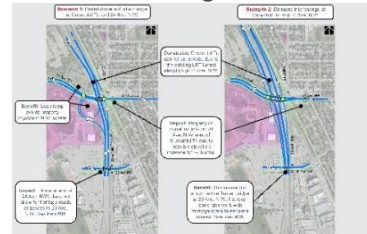
Banned lefts on Crowchild Tr. during rush hour at Kensington Rd., 5 Ave. N.W., 23 Ave. N.W. and 24 Ave. N.W.



Right-turns only at 24 Ave. N.W. with restricted access at 23 Ave. N.W.

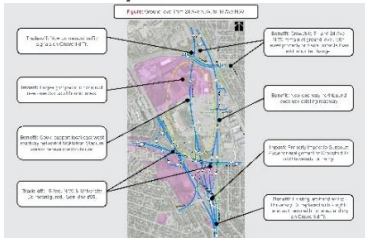


All-turns interchange at 24 Ave. N.W.

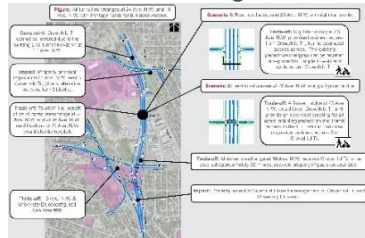


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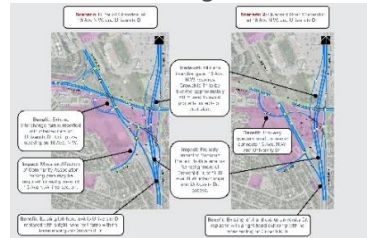
Move Crowchild Tr. to the west, north of University Dr.



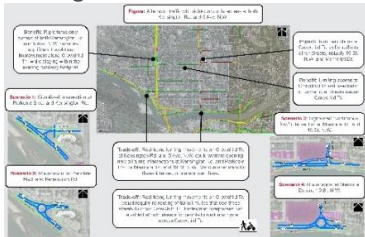
Interchanges at 24 Ave. N.W. and 16 Ave. N.W. with frontage roads



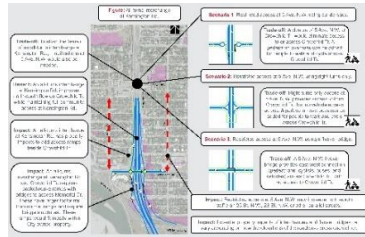
All-turns interchange at 16 Ave. N.W.



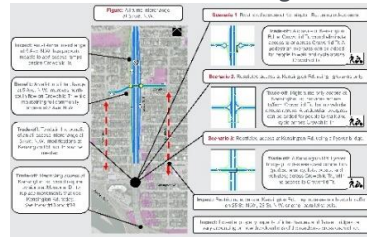
Right-turns only at 5 Ave. N.W. and Kensington Rd.



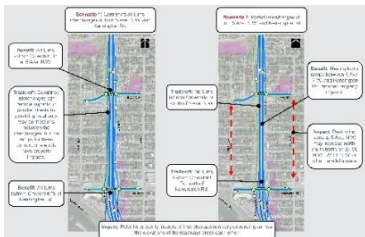
Interchange at Kensington Rd. with restricted access at 5 Ave. N.W.



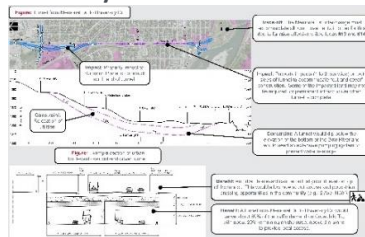
Interchange at 5 Ave. N.W. with restricted access at Kensington Rd.



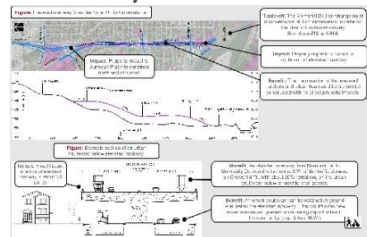
Interchanges at BOTH Kensington Rd. and 5 Ave. N.W.



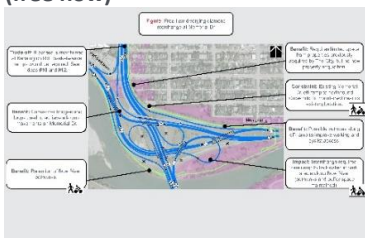
Tunnel from Memorial Dr. to University Dr.



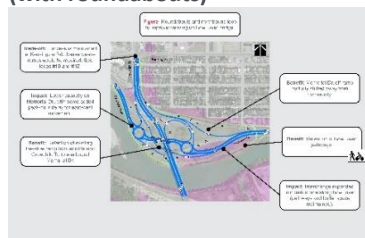
Elevated roadway from Memorial Dr. to University Dr.



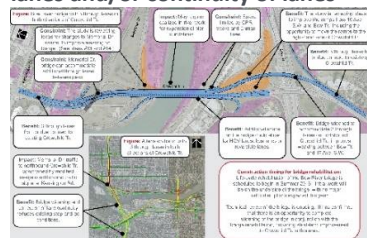
All-turns interchange at Memorial Dr. (free flow)



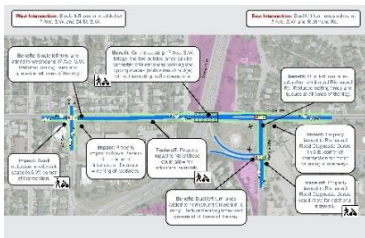
All-turns interchange at Memorial Dr. (with roundabouts)



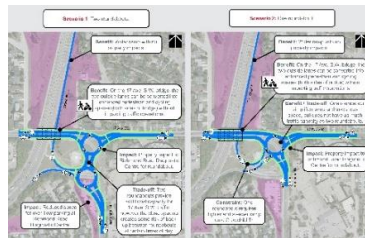
Widen Bow River Bridge for more lanes and/or continuity of lanes



17 Ave. S.W. dual left turns



17 Ave. S.W. roundabouts



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Ideas Not Continuing

4-Way stops | Additional lights | Roundabouts on Crowchild Tr.

- Not carried forward due to lower ability to handle traffic volumes than existing signals; shifts traffic demands to parallel roadways in bordering communities.

Interchange at 26 Ave. S.W. instead of 17 Ave. S.W.

- Not carried forward as 26 Ave. did not connect to north-south routes such as Macleod Tr. and Sarcee Tr.; shifts traffic demands to parallel roadways in bordering communities.

Parallel bridge | Flyover bridge to West Village

- Not carried forward as it only provided improvement to access for downtown as opposed to north-south along Crowchild Tr.

Close Crowchild Tr. | Downgrade classification

- Not carried forward as this would shift traffic demands to parallel routes in communities and presents challenges for delivery of emergency response, health services and transit services.

Construct an additional bridge west of Crowchild Tr.

- Not carried forward as only 15-20 per cent of traffic using the Bow River Bridge was through-traffic and there were opportunities for improving the existing Bow River Bridge with fewer impacts.

Cloverleaf interchanges

- Not carried forward because it required a large number of private properties, created short weaving distances between ramps, and created negative impacts for people who walk and bike across Crowchild Tr.

Tunnel under the river

- Not carried forward as only 15-20 per cent of traffic on Crowchild Tr. would use the tunnel, and the slope of the tunnel under the river would be challenging for trucks and buses to operate.

An elevated roadway over the river

- Not carried forward as only 15-20 per cent of traffic on Crowchild Tr. would use the bypass, and elevated roadways have higher visual and noise impacts than ground-level options.

Widen all of Crowchild Tr. to provide 4 or 5 through-lanes in each direction

- Not carried forward because it impacted many private properties; addressing lane continuity and bottlenecks results in less need for additional lanes.

All-turns interchange at Bow Tr. and Crowchild Tr.

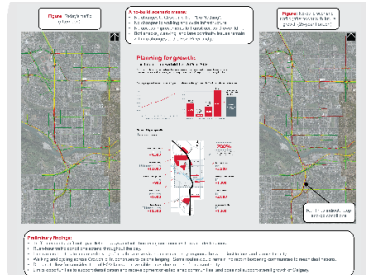
- Not carried forward as scenarios were constrained by high and steep bridges needed to catch up with downhill grade of Crowchild Tr., and/or requiring re-build of all existing bridges.

Basketweave ramps between 17 Ave. S.W. and Bow Tr.

- Not carried forward as ramps would impact community spaces and the Naval Base; other options to improve operations with less cost and impacts to properties were available.

Ideas to be Explored in Phase 4

No-build scenario



Improve parks and green spaces



Improve noise attenuation

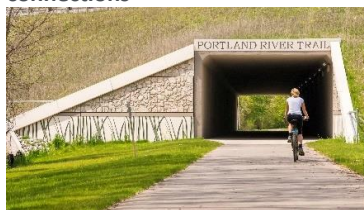


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Implement transportation measures



Improve walking and cycling connections

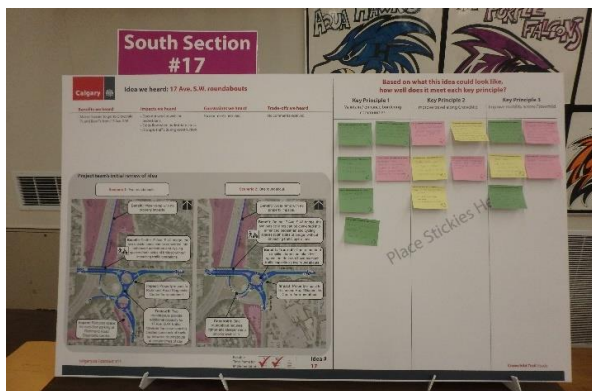


Improve transit service along and across Crowchild Tr.



2.4.4 What we asked, how we asked (Refine ideas)

In early 2016, at open houses, community drop-in sessions and using an online tool, we asked Calgarians how well the ideas from Phase 3 met the three key principles once applied to Crowchild Trail.



2.4.5 What we heard (Refine ideas)



Ideas that were rated as **meeting the key principles well**:

- Could be implemented quickly.
- Improved traffic flow along Crowchild Tr.
- Minimized visual and noise impacts.
- Enhanced connectivity for people who walk and bike.



Ideas that were rated as **meeting the key principles somewhat well**:

- Reduced access to and from Crowchild Tr. for bordering communities.
- Increased traffic short-cutting through residential streets.
- Restricted mobility across Crowchild Tr. for bordering communities.

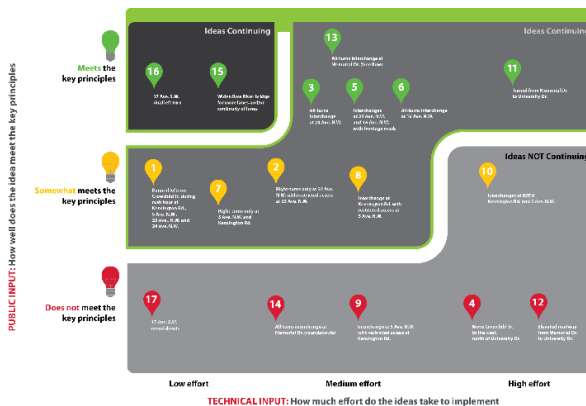


Ideas that were rated as **not meeting the key principles**:

- Impacted adjacent private properties and businesses significantly.
- Included roundabouts which can be confusing for people who drive.
- Increased visual and noise impacts to bordering communities.
- Were more costly to implement.

2.4.6 How we used the feedback (Refine ideas)

11 well-rated ideas continued onto Phase 4 based on public input and a technical review by the project team on how much effort would be required to implement the idea.

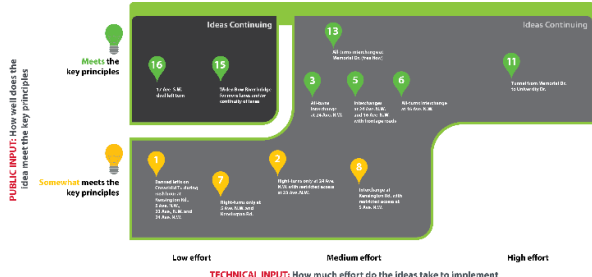


2.5 Phase 4 Engagement – Concept Evaluation

2.5.1 What we asked, how we asked

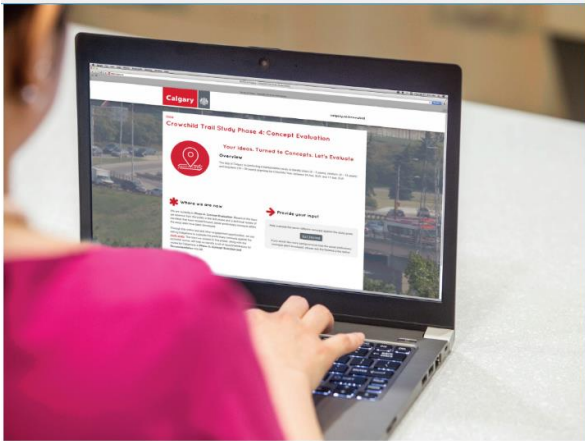
In Phase 4, the project team used the well-rated ideas from Phase 3 and combined them in various ways to develop seven preliminary concepts, then worked with stakeholders and Calgarians to evaluate the concepts using the criteria/goals developed in Phase 2.

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Section	Concept	Meets	Somewhat	Does not
CENTRAL SECTION	1. Kensington Interchange	13	7	3
	2. Central Tunnel	11	15	6
BOW RIVER BRIDGE SECTION	3. Bow River Crossing	1	15	8
	4. North Section Optimization	1	2	4
NORTH SECTION	5. 16 Ave. & 24 Ave. Interchanges	9	2	4
	6. 17 Ave. Optimization	10	1	1
SOUTH SECTION	7. Rebuild Crowchild Trail Bridges	15	0	0

Through workshops, walking tours, drop-in events, and an online tool, we asked Calgarians to evaluate how well seven preliminary concepts met the study's 11 goals within the three key principles.



2.5.2 What we heard

Calgarians rated the preliminary concepts against the goals and indicated where some concepts fell short and where others met the goals better.

7 preliminary concepts evaluated

Preliminary concepts	Key Principle		
	1	2	3
1. Kensington Interchange	Meets (13), Somewhat (7), Does not (3)	Meets (13), Somewhat (7), Does not (3)	Meets (13), Somewhat (7), Does not (3)
2. Central Tunnel	Meets (11), Somewhat (15), Does not (6)	Meets (11), Somewhat (15), Does not (6)	Meets (11), Somewhat (15), Does not (6)
3. Bow River Crossing	Meets (1), Somewhat (15), Does not (8)	Meets (1), Somewhat (15), Does not (8)	Meets (1), Somewhat (15), Does not (8)
4. North Section Optimization	Meets (1), Somewhat (2), Does not (4)	Meets (1), Somewhat (2), Does not (4)	Meets (1), Somewhat (2), Does not (4)
5. 16 Ave. & 24 Ave. Interchanges	Meets (9), Somewhat (2), Does not (4)	Meets (9), Somewhat (2), Does not (4)	Meets (9), Somewhat (2), Does not (4)
6. 17 Ave. Optimization	Meets (10), Somewhat (1), Does not (1)	Meets (10), Somewhat (1), Does not (1)	Meets (10), Somewhat (1), Does not (1)
7. Rebuild Crowchild Trail Bridges	Meets (15), Somewhat (0), Does not (0)	Meets (15), Somewhat (0), Does not (0)	Meets (15), Somewhat (0), Does not (0)

2.5.3 How we used the feedback

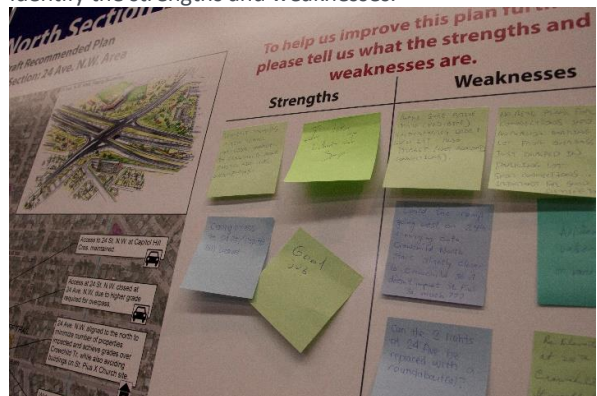
Based on the public evaluation of the seven preliminary concepts above, and further technical review, we developed draft recommendations for short-, medium- and long-term changes to Crowchild Trail.

2.6 Phase 5 Engagement – Concept Selection and Recommendation

2.6.1 What we asked, how we asked

In this phase, we worked with stakeholders and Calgarians to review and refine the draft recommendations developed for Crowchild Trail, and verified if we met the project goals.

Through open houses and an online tool, we asked Calgarians to review the draft recommended plans and identify the strengths and weaknesses.



2.6.2 What we heard



Strengths of the recommendations we heard from Calgarians included:

- Balanced plan that met all three key principles.
- Park enhancements were good.
- Right-hand exit to University Dr. improved traffic flow.
- Addition of walking and biking pathways improved connections throughout the study area.
- Connectivity and safety for crossings at 5 Ave. N.W. was improved.
- Short-term plan fixed the 10 Ave. S.W. ramp and reduced weaving with the additional lanes.
- Removal of traffic lights improved traffic flow.
- Lowering Crowchild Tr. reduced noise impacts in the Central Section.

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Weaknesses of the recommendations we heard from Calgarians included:

- Needed faster implementation.
- No need for two pedestrian bridges in the south section/the pathway connection to the Richmond Rd. off-leash park was unnecessary.
- No eastbound Bow Tr. to southbound Crowchild Tr. access.
- Limited transit access near 17 Ave. S.W.
- Short-term plan did not improve connections for people who walk and bike or address the lights going northbound.
- Unsure about the ability of traffic circles to manage traffic flow on University Dr. and lack of knowledge about how to use them.
- More noise attenuation needed in the South Section.
- Concerns about safety of underpasses for people who walk and bike.



2.6.3 How we used the feedback

We used engagement feedback to refine the draft plans in a number of ways, such as the following:

Walking & Biking



- Added connections to north/south pathway system from Toronto Cres. and 13 Ave. N.W.
- Changed crossing of Memorial Dr. to a combination of overpass/underpasses to address concerns about underpasses at this location.
- Added enhanced overpass at Sonora Ave. for a better pedestrian experience.
- Moved the location of the pedestrian overpass south of 17 Ave. S.W. to miss the dog park on the east side of Crowchild Tr.

- Moved the location of the pathway between 14 Ave. S.W. and Bow Tr. to separate it from Shaganappi Park.
- Enhanced plans for shared space at 24 St. N.W.

Green Spaces



- Added additional green buffer spaces at University Dr., on the east side of Crowchild Tr.
- Provided additional green buffer space on east side of Crowchild Tr., north of 5 Ave. N.W.

Noise



- Extended location of the noise wall on the north side of 5 Ave. N.W., on east side of Crowchild Tr., to provide better protection for homes along 6 Ave. N.W.

Access



- Extended frontage road on east side of Crowchild Tr. at Motel Village to ensure access to all current properties.

2.7 Phase 6 Engagement – Reporting and Completion

2.7.1 What we asked, how we asked

In this final phase, we presented the final short-, medium- and long-term recommended plans to Calgarians, and asked them to provide input on the engagement process.

Through information sessions and an online tool, we asked Calgarians if they were clear about how public input was used to develop the recommended plans. We also asked them to share positive results of the study and/or process, as well as if something did not work well for them or if we missed anything in the process.



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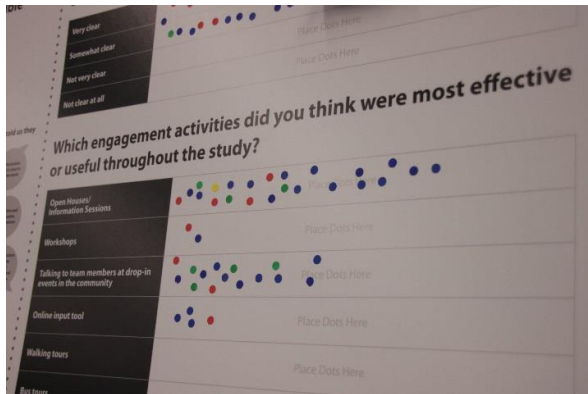
2.7.2 What we heard

The majority of participants said they could see how we used the public input throughout each phase of the study. Positive results of the study and/or process included:

- They appreciated the effort The City put into the engagement process, and some participants noted they could see their ideas reflected in the recommendations.
- We addressed the accessibility, walking and biking concerns with pathway additions and new pedestrian bridges.
- Traffic flow on Crowchild Tr. was improved by eliminating bottlenecks and improving lane continuity.
- Bow River Bridge will be upgraded in the short-term to provide an additional through lane in each direction.
- Property impacts were minimized by realigning Crowchild Tr.

What was identified as not very well-addressed in the study included:

- Noise protection for communities south of the river.
- Clarity around next steps and construction timing.
- The need to implement changes and upgrades sooner.



2.7.3 How we used the feedback

We will use the lessons learned from the study to improve future transportation corridor studies.

2.8 Building Trust

One of the most significant achievements of the study, beyond the recommendations, was the trust and environment for constructive collaboration between the

project team and stakeholders. Over the course of the study we saw comments move away from skepticism and anger towards cautious optimism and, later, even enthusiasm for the study process.

Phase 1 quotes from participants:

“Sometimes sessions feel like The City has already made up its mind and doesn’t want to hear feedback from citizens and that sessions are just to check a box off.”

Phase 2 quotes from participants:

“This makes a lot of sense, so obviously will be completely ignored by The City.”

“Rumors are abound in our community that The City will acquire entire streets in multiple neighbourhoods to expand the road and all of a sudden, thousands of residents have Deerfoot Tr. running through their backyards.”

“The City has already decided what they want to do, they just hold these sessions to help our Mayor’s office appear more "open". I guarantee you the next step will be a questionnaire, in which no matter how you answer, the results will reflect positively on The City’s pre-determined course of action.”

Phase 3 quotes from participants (Gather ideas):

“The loudest voice isn’t the top issue, need to understand all issues.”

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"Basic questions (volumes, etc.) were not able to be answered by officials with certainty."

"People are starting to feel their time is being wasted by this process. Want to see some concrete options."

"Love this – transparency, collaboration, innovation, and citizen participation - great!"

"Our discussion was productive."

Phase 3 quotes from participants (Refine ideas):

"This session was very helpful to me. I appreciate the clear answers to my questions and opportunity to voice my concerns. I am mainly concerned with impact on adjacent neighbourhoods."

"I liked that there were multiple plans for dealing with Crowchild Tr. in separate sections, but there was no 'package plan' to really see the big picture. Would have also enjoyed plans that included transit in some way."

"Presenters were very patient and helpful."

"Arguably there was too much detail (clarity). I can read the post-its but don't get much chance to discuss with others (others input). Be a little more aggressive in eliminating options at this stage; some of the options are very likely going to be eliminated by transportation engineers (i.e. roundabouts)."

Phase 4 quotes from participants:

"In general, the project team has done a very good job getting and collecting the information. The result to date looks logical and seems the best options given what we have to work with."

"It was hard to take in all of the changes at once, especially for areas I am not close to."

Phase 5 quotes from participants:

"Good availability of consultants and City employees. Experts eager to answer questions and try to address concerns."

"You are doing a good job. Keep up your fine 2-way communication."

"I liked and appreciated the "open ears" by all staff present. The poster session provided a great forum for information and discussion."

"The staff were very approachable, extremely knowledgeable and really listened to all opinions. Very well done!!"

Phase 6 quotes from participants:

"Very impressed that feedback actually improved the final project plan."

"Good overview of entire project. Appreciated opportunity to see feedback from other participants."

"In all of your open house sessions there have been plenty of opportunities for being informed, asking questions and giving input. I am impressed and appreciative. Thanks for the coffee!"



2.9 Highlighting the Recommendations Against the Key Principles

The Transportation Corridor Policy outlined three key principles that must be considered in a study. By working with Calgarians to incorporate their ideas and address their concerns, we were able to achieve all three key principles in the following ways:

Key principle #1: maintain and enhance bordering communities

- We developed recommendations that minimized building or grading property impacts to 40 private properties (residential, businesses and institutions) over the length of the study area.
- We provided additional and enhanced green spaces by realigning Crowchild Tr.
- We reduced noise impacts to bordering communities by lowering Crowchild Tr. from Kensington Rd. to 5 Ave. N.W. and recommending noise walls along all residential properties immediately adjacent to Crowchild Tr.

Key principle #2: improve travel along the corridor

- We enhanced connectivity for people who walk and bike along Crowchild Tr. by providing a complete north-south active mode connection, outside of the roadway, for the entire length of the study area.
- We improved traffic flow along Crowchild Tr. for all vehicles, including transit and emergency services, by removing bottlenecks and weaving conditions along the study area.

Key principle #3: improve mobility across the corridor

- We improved mobility for people who walk and bike across Crowchild Tr. by providing new pedestrian overpasses/underpasses and enhanced existing pedestrian overpasses every ~400m along the study area in the medium-term.
- We ensured access was provided to and across Crowchild Tr. at major intersections along the study area for bordering communities.



2.10 Future Engagement with Stakeholders

In the final phases of the study, the project team had conversations with participants about design details that typically aren't addressed at a corridor study level. We want to ensure those positive conversations and the commitment to engage the public continue into the next phases of design. The study recommendations include potential locations of future noise walls and a commitment to conduct traffic studies in bordering communities at the time of implementation.

The next level of planning for Crowchild Trail should include engagement on these topics with the appropriate communities in the future, in accordance with Council's Engage Policy (CS009).

The record of community input on these topics is included in the study documentation, and reports on the engagement results will be available to future study teams through the Research and Engagement Library, which is also available to the public through The City's website.



3 Engagement Implementation

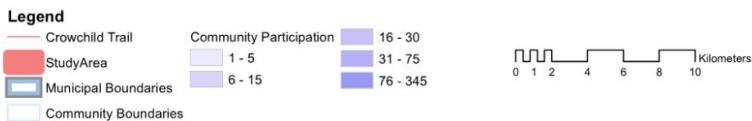
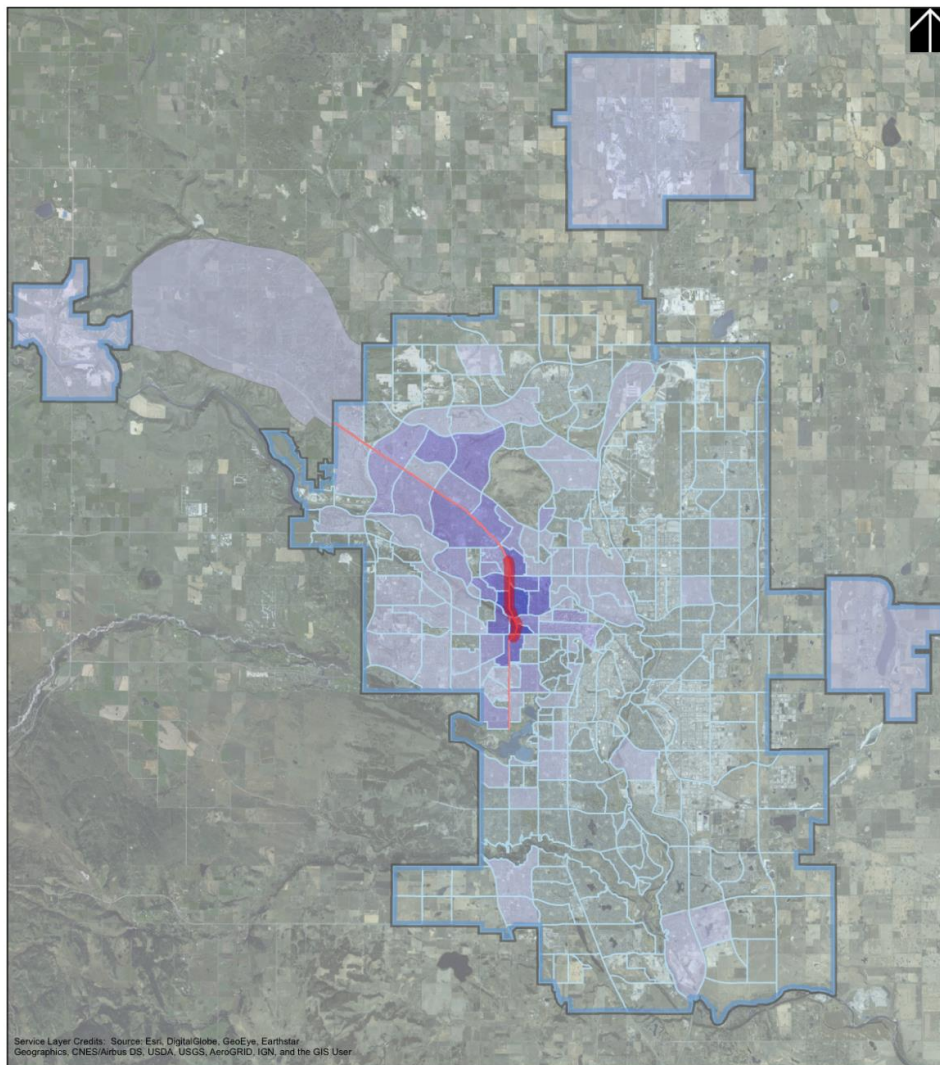
3.1 A Look at Our Stakeholders

The communications strategy identified and targeted the following stakeholders through the public outreach campaign:

- Property owners who were impacted by the recommendations;
- Property owners and residents living within one block of Crowchild Trail in the study area;
- Residents who lived in communities bordering Crowchild Trail;
- Businesses located immediately next to Crowchild Trail;
- Large institutions along the corridor including the Foothills Hospital and the University of Calgary;
- Emergency responders who used Crowchild Trail to deliver emergency services;
- Road users of Crowchild Trail including people who drove, took transit, walked, and biked; and
- Agencies active in areas of goods movement, the environment and heritage.

Stakeholders who participated at the in-person events throughout all phases of the study represented 89 communities across the city, plus Cochrane, Bears paw, Airdrie, and Chestermere.

This map depicts the communities that were represented.



** Please note: the total number of participants representing each community was cumulative of all phases, was based on information collected through sign-in at the in-person events, and did not include online participation.*

3.2 Communications Strategy

Communications throughout the study focused on supporting the iterative engagement process and included a variety of grassroots marketing and paid advertising tactics to generate awareness and encourage participation in the study.

We developed a communication strategy to achieve the following goals:

Provide stakeholders the information they need to participate meaningfully in the study process

- Calgarians could access relevant and timely information through the project website at calgary.ca/crowchild. The website hosted information about the study including frequently asked questions, the study process, an engagement events calendar, relevant transportation and land use plans, a road safety review, an engagement report library, and more.
- Conversations and content were focused on what was important to Calgarians. Visual hand-outs, infographics and engagement display boards were used to enhance understanding of the long-term growth story, tell the story of the study process and explain complex technical information in plain language. An online story map explaining the history of Crowchild Trail, its current issues and future demands was also developed to build understanding about the need of the study.
- A public outreach campaign was implemented, including a media relations plan, to create awareness with a broad range of audiences and included information about upcoming engagement events and study updates.
- The majority of participants were very satisfied or satisfied with the clarity of information provided.

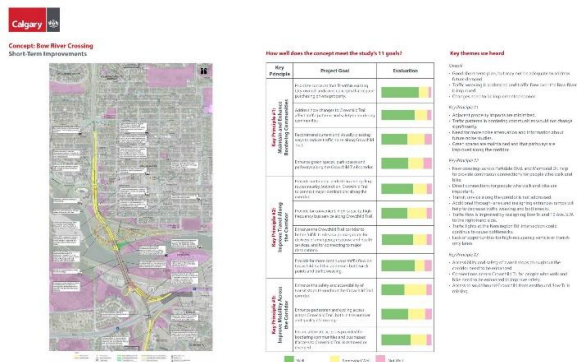
Demonstrate openness throughout the study process

- A transparent decision making process, which included explaining how public input was used to help make decisions shared at the beginning and end of each phase, helped to build understanding and line of sight with Calgarians. This also contributed to having productive conversations rather than defensive ones.
- Key project decisions, such as which ideas moved

forward and which did not and why not, were communicated with Calgarians through engagement display boards at in-person events and posted online.

- The online library shared engagement outcomes and held all the What We Heard Reports, providing the opportunity for Calgarians to learn about feedback shared throughout each phase.

Example of What We Heard Report



- During phase six, the majority of respondents said they could see how public input was used throughout each phase of the study.

Demonstrate responsiveness to stakeholder issues and concerns

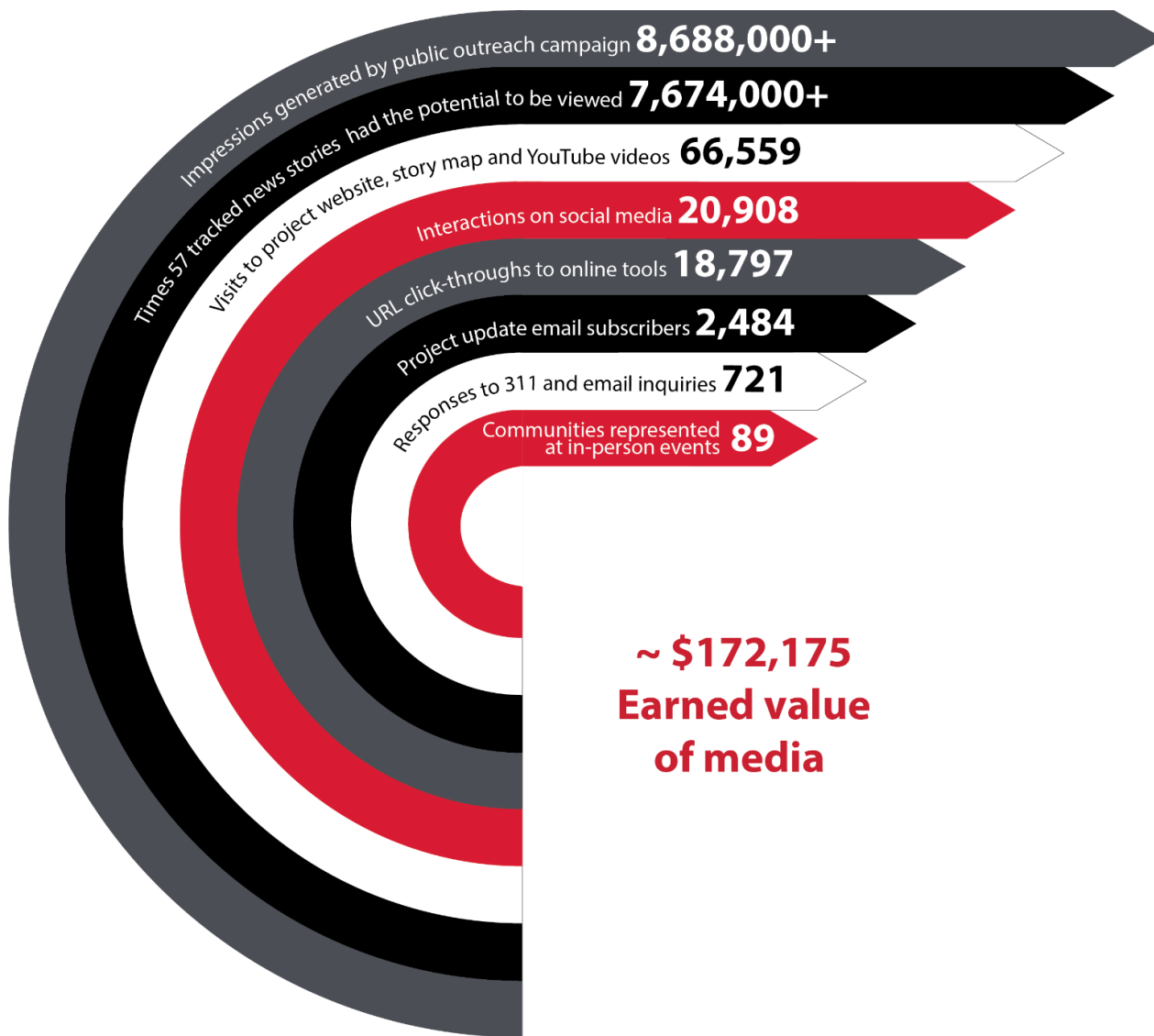
- To better understand expectations, we engaged with Calgarians early in the study process. We undertook our best efforts to actively listen to concerns, document them in the What We Heard Reports and respond to them in a timely manner.
- Stakeholders had opportunities to share their concerns and have their questions answered through the project email, 311 and at engagement events.
- In order to be responsive to concerns we heard regarding communications, event notices were provided four weeks in advance, communication tactics were revised to reach a broader audience, online content was reorganized and adapted to be more user-friendly, and final plans were provided in a variety of mediums (Flipbook, PDF and video).

3.3 By the Numbers: Outreach, Activities and Participation

The call-to-action for the public outreach campaign was to direct Calgarians to:

- The website to learn more about the study and engagement opportunities;
- The online tool to provide input;
- The story map to learn more about the history, current issues and future demands on Crowchild Trail; and
- The YouTube videos that provided study information.

Highlights of the public outreach campaign from 2014 - 2016



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Public Outreach Implementation

The chart below provides an overview of the grassroots marketing tactics and paid advertising tactics that were used to generate awareness and participation, both online and in-person.

Public Outreach Campaign June 2015 to December 2016							
	All Phases	Phase 1: February to May 2015	Phase 2: June to September 2015	Phase 3: October 2015 to April 2016	Phase 4: May to July 2016	Phase 5: August to October 2016	Phase 6: November to December 2016
Grassroots marketing							
Media release/availability	6	--	1	1	1	1	1
Tweets (@cityofcalgary and @yyctransport)	112	6	19	29	35	11	12
Facebook posts (cityofcalgary)	3	1	2	--	--	--	--
Blog	1	--	1	--	--	--	--
Community newsletter article submission	8	1	2	2	1	1	1
Ward news submission	8	1	2	2	1	1	1
E-mail updates to subscribers	21	1	6	7	2	2	3
Roads radio ad	3	--	--	--	1	1	1
Paid advertising							
Report to Calgarians	2	--	--	1	--	1	--
Digital display units	664	--	--	314	169	169	169
Facebook ads	13	--	5	5	1	1	1
Online ads	24	--	4	8	4	4	4
Variable messaging boards	14	--	4	4	2	2	2
Pedestrian banners	18	--	4	8	4	4	2
Bold signs	110	--	27	34	17	17	15
Bus shelter ads	34	--	--	13	8	8	5
Thank you ad in targeted community newsletters	1	--	--	1	--	--	--

Crowchild Trail Study - Engagement Summary Report

Engagement Activities and Participation

The chart below provides an overview of the engagement activities that were used to gather input from participants throughout the study.

Engagement Activities								
		All Phases	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
Date		Feb. 2015 to Dec. 2016	Feb. to May 2015	June to Sept. 2015	Oct. to Dec. 2015 Jan to Apr. 2016	May to July 2016	Aug. to Oct. 2016	Nov. to Dec. 2016
In-Person								
Workshops	Events	25	3	9	6	7	--	--
	Participants	808	18	190	250	350	--	--
Open houses	Events	15	--	2	6	--	5	2
	Participants	1,070	--	140	320	--	430	180
Property owner meetings	Events	20	--	--	--	8	9	3
	Participants	210	--	--	--	140	45	25
Community Association meetings	Events	15	--	8	1	3	--	3
	Participants	395	--	160	30	75	--	130
In-Place								
Community idea boards	Locations	12	--	10	5	--	5	--
	Submissions	975	--	800	60	--	115	--
Bus tours	Events	2	--	2	--	--	--	--
	Participants	3	--	3	--	--	--	--
Walking tours	Events	7	--	4	--	3	--	--
	Participants	76	--	56	--	20	--	--
Community drop-ins	Events	19	--	5	7	3	4	--
	Participants	855	--	90	340	75	350	--
Online								
Online tools	Tools	9	1	3	2	1	1	1
	Participants	28,737	527	1,326	7,451	9,553	6,770	3,613

Third Party Reviews

At critical milestones during the study, the project team sought out third party reviews as an objective check-in that the results of the study process were in line with project requirements and stakeholder feedback.

*Third Party Reviews							
	All Phases	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
CitizensView Online Panel Confirm Project Goals	1		✓				
CitizensView Online Panel Center section concepts evaluation	1				✓		
Expert Peer Review Process & Recommendations	1					✓	
Steering Committee (City of Calgary) Process & Recommendations	10	✓	✓	✓	✓	✓	✓

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3.4 Costs

Engaging and collaborating early in the study with Calgarians, before preliminary concepts are developed, is a new process for undertaking transportation corridor studies and follows the Transportation Corridor Study Policy.

The Crowchild Trail Study is one of the first studies to follow this new planning approach and policy. The value gained from the lessons learned is immeasurable as the best practices that have emerged will be applied to future studies. The City will continue to see the value gained from the investment in the study in the continued relationships that have been built, and the goodwill and trust that was created.

The value gained from the engagement process also includes:

- A well-balanced plan that included contributions from Calgarians and addressed concerns raised by them.
- Positive goodwill carried over to concurrent engagement for other City projects in this part of the city (for example, South Shaganappi Study and Main Streets).
- Positive earned media coverage resulting from the successful process.
- A legacy of engaged, well-informed citizens who participated through all phases of the study and who will continue to work to improve their communities.
- A positive legacy of trust in area communities, which can be built upon for future implementation of the study recommendations.

Expenses for engagement and communication included:

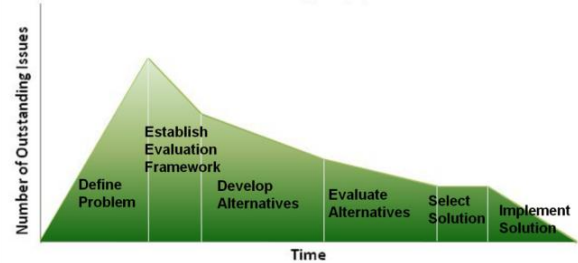
- Consulting staff time in preparation for, and at events, this included briefings before and after events.
- Organization, analysis and reporting of all input provided.
- Implementation:
 - Venue rentals;
 - Paid advertising to create awareness of engagement opportunities;

- Preparation of material for events, including maps and forms to collect input; and
- Development and implementation of online resources for input.

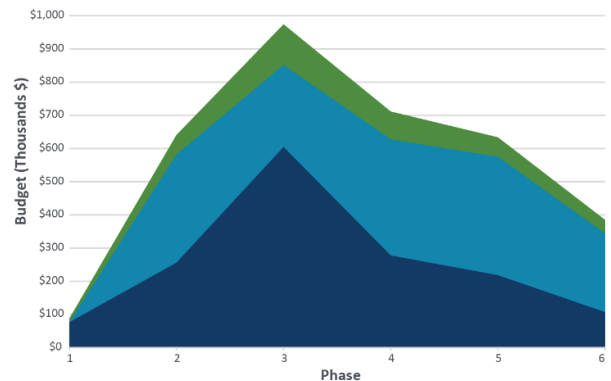
The collaborative planning approach required more effort at the start of the study, as is shown in the graph referenced from the Federal Highway Administration (FHWA). To investigate how The Crowchild Trail Study compared to the graph from the FHWA, we tracked expenses against each phase of the study. A graph showing expenses vs. phase is included below.

2014 Interim Transportation Corridor Study Guidelines, page 21. Modified from Source: (FHWA, 2013)

Collaborative Planning Approach



Crowchild Trail Study – Total Costs



- Total (Consulting + City) Total cost across all phases \$3.4 Million
- Engagement (Consulting Fees) Total cost across all phases \$1.5 Million
- Total (Consulting Fees)

4 Engagement Lessons Learned

4.1 Planning for Engagement

Balancing all perspectives

We designed the engagement process to consider all points of view and create an environment where Calgarians could hear different perspectives and help find common ground. Responses that were heard more frequently did not get any additional weight. Instead focus was placed on understanding the “why” (for example benefits, impacts, constraints, and trade-offs) as much as the “what.”

Prioritize directly affected stakeholders

Understanding that the Crowchild Trail Study could potentially affect adjacent property owners through changes to access or property acquisition, we provided an opportunity for them to discuss their unique concerns or impacts with the project team in advance of the general public at each stage of the study.

We met with these stakeholders prior to engaging the public at large to allow them to see and reflect on the current materials in a respectful setting that gave them the time and space to evaluate what the study would mean to them personally.

In early stages, this meant invitation-only meetings for property owners who lived within about one block of Crowchild Tr., and in the latter stages small group or one-on-one meetings with stakeholders whose properties could be impacted by the concepts under consideration.

The structure of engagement activities

Early in the engagement process, we used a tool for the dialogue to identify each idea: benefits, constraints, trade-offs, and impacts. This structure made it very easy to address stakeholder questions and comments from the perspective of “what that means is,” rather than from an evaluative perspective (e.g. “that would or wouldn’t work because...”). It also helped participants look at ideas or potential solutions from many different perspectives.

This shift proved valuable for both building trust with stakeholders and for providing the opportunities for learning to be embedded in the process, originally requested by the EDT in Phase 1.

4.2 Implementing Engagement

Event management

We understood that stakeholders’ experience of the engagement events was their experience of the project. We put in a lot of effort to make sure that engagement events went well, project staff were visible and well prepared, and stakeholders’ comfort for sharing their input was considered.

Important details of preparation and implementation included:

In advance of the event:

- Project staff briefing on:
 - The current state of the technical work;
 - Topics of stakeholder concern and key messages;
 - The study process; and
 - Role clarification, i.e., who to go to for specific technical answers, which core project team staff could address engagement process questions, or who to go to if media attended.

At the event:

- Staff were present at the entry to provide orientation to the event for the duration of the event.
- Enough staff attended to allow senior staff availability to answer questions. They could be called over to a table discussion or could sit to the side for a one-on-one conversation as needed.
- Staff worked together in the room, keeping an eye on colleagues and helping out with questions, or providing extra water!
- In addition to the activities for soliciting input, at each event, participants had the opportunity to comment on the event itself – feedback received this way was put into action as soon as possible, occasionally as soon as the following event.
- Staff participated in formal pre-event and post-event debriefing discussions to prepare for the session and to immediately share perspectives following the session.

Do not avoid the difficult conversations

We worked very hard to explain the implications of concept benefits without minimizing the implications of concept trade-offs, constraints or impacts. Compassionately explaining those details was very important to the success of the study. Stakeholders were better able to have constructive conversations about possible changes to Crowchild Trail and did not feel blindsided by something left unsaid.

Crowchild Trail Study - Engagement Summary Report

Maintaining the process

We designed the engagement process to be flexible enough to respond to input as it was gathered throughout the process, but also well-defined enough that stakeholders had a good sense of where we were in the process, what was next, and how/when the study would reach a conclusion. Because stakeholders themselves had helped design the process, there was mutual accountability for all parties to use the public process to vet and evaluate all ideas.

Working with community associations

The project team found it was quite helpful to draw on the expertise and established social networks of community associations to act as conveners for events and for getting the word out to participate. Their help was invaluable for efforts to reach community members for input.

4.3 Communicating with Stakeholders

Explain “If not, why not”

We committed 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. We provided these explanations on display boards at in-person events, on the project website and within online tools.

Embed learning in the process

Given the large area and complex nature of the study, there was a risk of “information overload” for stakeholders. The engagement process helped manage this by focusing discussion on specific topics at specific times in the study. In addition, by progressively building an online project library of background information, project information, engagement results, and historical data that was available at all times. Project staff were also briefed about related projects near the study area (for example, the Main Streets initiative), so that they were able to respond to public questions on a variety of topics.



Transparency

The process remained fully transparent through all phases. We captured and shared the feedback from all meetings, events, sounding boards, and online tools through the online project library.

Although we held some meetings with directly impacted property owners by invitation-only, all stakeholders were aware that these were taking place with the understanding that the same materials and content as at the public events were being reviewed and that these summaries too were included in the online project library.

In response to requests from some stakeholders (e.g. Community Associations) additional meetings were scheduled beyond the planned engagement events – but at the request of the project team were to be open to the public and in a question and answer format – input to the study was directed to the input collection methods available during that phase of engagement.



Appendix – Communications Reporting

Phase 1 Engagement - Engagement Process Design (February to May 2015)

Awareness Campaign

- Article submission to north-west community newsletters and websites
- Article submission for Ward websites
- Email update to bordering Community Associations, the Federation of Calgary Communities (FCC) and stakeholders
- Six tweets from @yyctransport, with **31,249 impressions**, 235 engagements and 129 URL clicks (engagement survey and Engagement Design Team (EDT) application form)
- One post on City of Calgary Facebook

Insights

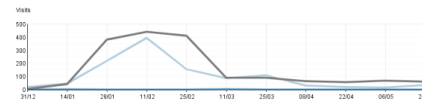
- Messaging focused around the study restarting and joining the EDT to help develop the engagement plan.
- @yyctransport had 11,292 followers.
- City of Calgary Facebook had 39,287 followers.

Media Relations

News stories	Sentiment	Total circulation	Estimated ad value
1	-	29,228	\$730.70

Calgary.ca/crowchild

2,826 visits to the website (home page).



Insights

- Visits peaked at the end of January when the recruitment for the EDT began.

Impressions – number of exposures generated against the target market Reach – the number of unique exposures

Phase 2 Engagement - Confirm Project Goals (June to September 2015)

Awareness Campaign

- Three mail-outs (June, August and September) to approximately 1,300 property owners and residents living one block from Crowchild Trail, and approximately 200 organizations and institutions informing them of invite-only engagement events
- Two article submissions to north-west community newsletters and websites
- Bordering Community Associations went door-to-door inviting residents to upcoming June engagement events and provided additional information on the study
- Two article submissions for Ward websites
- Six email updates to 2,217 subscribers
- Eight tweets from @yyctransport, with **15,311 impressions**, 129 engagements and 46 URL clicks to the website
- 11 tweets from @cityofcalgary, with **88,913 impressions**, 787 engagements and 342 URL clicks (117 to the Blog and 225 to the website)
- Two posts on City of Calgary Facebook
- Blog post receiving 2,152 views
- Online ads with **661,999 impressions** and **1,300 clicks to the online tool**

- Four variable messages boards along Crowchild Trail and 27 bold signs located in surrounding communities
- Four banners on pedestrian bridges
- Approximately 100 postcards handed out to Calgarians at various events

Insights

- In June, messaging focused around getting involved and developing goals for the study.
- In August and September, messaging focused around confirming goals for the study.
- Total impressions were 766,233.
- Total clicks to the online tool were 1,300.
- @cityofcalgary had 138,675 followers.
- @yyctransport had 14,272 followers.
- City of Calgary Facebook had 55,678 followers.

311

- Four service requests responded to

Project Email

- 76 emails to provide updates to key stakeholders
- 87 email correspondences with Calgarians

Media Relations

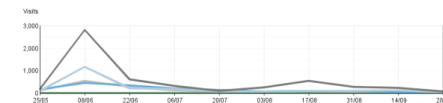
News stories	Sentiment	Total circulation	Estimated ad value
3	+	212,808	\$5,661.41

Insights

- News release was published on June 8, 2015 – *Citizens' input wanted to define Crowchild Trail Study goals* – to create awareness about the study and encourage Calgarians to provide input.

Calgary.ca/crowchild

10,250 visits to the website; 6,753 of those to the home page



Insights

- Visits to home page peaked on June 8, 2015, corresponding with engagement events, and then again at the beginning and at the end of September, corresponding with wrapping up the online survey on September 4 and the drop-in sessions starting September 26, 2015.

Impressions – number of exposures generated against the target market Reach – the number of unique exposures

Phase 3 Engagement - Concept Identification: Gather Ideas (October 2015 to January 2016)

Awareness Campaign

- Article submission to north-west community newsletters and websites
- Article submission for Ward websites
- Thank you ad in targeted community newsletters
- Five email updates to 2,217 subscribers
- Four tweets from @yyctransport, with **11,615 impressions**, 90 engagements and 47 URL clicks (30 to the website and **17 to the online tool**)
- Three tweets from @cityofcalgary with **17,678 impressions**, 305 engagements and 110 URL clicks (five to the website, 61 to Report to Calgarians and **44 to the online tool**)
- Four Facebook ads with a total of **209,903 impressions**, reaching **54,376 Calgarians**, 2,160 clicks to the website, and **1,582 clicks to the online tool**
- Twitter ad with **7,668 impressions** and **36 clicks to the online tool**
- Online ads with **1,720,665 impressions** and **2,684 clicks to the online tool**
- Two variable messages boards along Crowchild Trail and 17 bold signs located in surrounding communities
- Four banners on pedestrian bridges

- Report to Calgarians segment with an estimated **997,500 impressions** from three media channels and Cineplex, and 3,013 views on YouTube. It also played on seven digital display units at Transit stations as well as 55 external and 95 internal digital display units at various City of Calgary facilities
- Approximately 200 postcards handed out to Calgarians at various events

Insights

- Messaging focused on talking about changes to Crowchild Trail and exploring the benefits, impacts, constraints, and trade-offs of different ideas.
- Total impressions were 2,965,029.
- Total clicks to the online tool were 4,363.
- @cityofcalgary had 146,871 followers.
- @yyctransport had 16,815 followers.

311

- Six service requests responded to

Project Email

- 57 emails to provide updates to key stakeholders
- 156 email correspondences with Calgarians

Media Relations

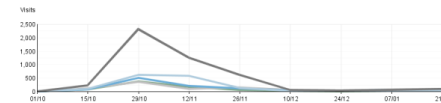
News stories	Sentiment	Total circulation	Estimated ad value
6	+	646,655	\$14,266.38

Insights

- News release was published on Thursday, November 5 – *Let's talk changes to Crowchild Trail* - to create awareness about the engagement events.

Calgary.ca/crowchild

11,049 visits to the website; 6,106 of those to the home page



Insights

- Visits to home page peaked around October 28, corresponding with the engagement events.

Impressions – number of exposures generated against the target market Reach – the number of unique exposures

Phase 3 Engagement - Concept Identification: Refine Ideas (February to April 2016)

Awareness Campaign

- Mail-out to approximately 1,300 property owners and residents living one block from Crowchild Trail, and approximately 200 businesses and organizations informing them of invite-only engagement events
- Article submission to north-west community newsletters and websites
- Article submission for Ward websites
- Two email updates to 2,384 subscribers
- 15 tweets from @yyctransport, with **58,791 impressions**, 655 engagements and 277 URL clicks (112 to the website and **165 to the online tool**)
- Seven tweets from @cityofcalgary with **64,978 impressions**, 367 engagements and 181 URL clicks (one to the Engage portal and **180 to the online tool**)
- Facebook ad with **142,116 impressions**, reaching **55,043 Calgarians** and **1,676 clicks to the online tool**

- Online ads with **613,505 impressions** and **880 clicks to the online tool**
- Two variable messages boards along Crowchild Trail and 17 bold signs located in surrounding communities
- Four banners on pedestrian bridges
- 13 ads in bus shelters, with **4,807 impressions**
- Seven digital display units at Transit stations throughout Calgary
- 55 external and 95 internal digital display units at various City of Calgary facilities
- Approximately 200 postcards handed out to Calgarians at various events

Insights

- Messaging focused on seeing the ideas and asked Calgarians to give their input.
- Total impressions were 884,197.
- Total clicks to the online tool were 2,901.
- @cityofcalgary has 164,994 followers.
- @yyctransport has 20,451 followers.

311

- Nine service requests responded to

Project Email

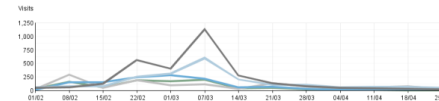
- 30 emails to provide updates to key stakeholders
- 88 email correspondences with Calgarians

Media Relations

News stories	Sentiment	Total circulation	Estimated ad value
3	+	408,683	\$4,803.93

Calgary.ca/crowchild

10,269 visits to the website; 4,909 of those to the home page



Insights

- Visits to home page peaked on February 22 and March 7, corresponding with the engagement events.

Phase 4 Engagement - Concept Evaluation (May to July 2016)

Awareness Campaign

- Three registered mail-outs to 70 property owners potentially impacted by the concepts under development
- Phone calls made or emails sent to 23 businesses/organizations potentially impacted by the concepts under development
- Article submission to north-west community newsletters and websites
- Article submission for Ward websites
- Two email updates to 2,404 subscribers
- Video posted to website, encouraging Calgarians to evaluate the preliminary concepts, received 1,234 views
- 23 tweets from @yyctransport, with **42,596 impressions**, 997 engagements and 231 URL clicks (92 to the website, two to the video and **137 to the online tool**)
- 12 tweets from @cityofcalgary with **114,329 impressions**, 437 engagements and 157 URL clicks (63 to the website **and 94 to the online tool**)
- Facebook ad with **191,565 impressions**, reaching **94,591 Calgarians** and **2,339 clicks to the online tool**
- Online ads with **645,140 impressions** and **977 clicks to the online tool**

- Radio Ad submission to Roads' Traffic Advisory Radio 106.5 FM, reaching 36 per cent of Calgarians
- Two variable messages boards along Crowchild Trail and 17 bold signs located in surrounding communities
- Four banners on pedestrian bridges
- Eight ads in bus shelters, with **2,958 impressions**
- Twelve digital display units throughout campus at the University of Calgary, with over **56,000 impressions**
- Seven digital display units at Transit stations throughout Calgary
- 55 external and 95 internal digital display units at various City of Calgary facilities
- Approximately 50 postcards handed out to Calgarians at various events

Insights

- Messaging focused on turning ideas into preliminary concepts and encouraged Calgarians to evaluate them.
- Total impressions were 1,052,588.
- Total clicks to the online tool were 3,547.
- @cityofcalgary has 177,086 followers.
- @yyctransport has 22,702 followers.

311

- Nine services requests responded to

Project Email

- 18 emails to update key stakeholders
- 162 email correspondences with Calgarians

Media Relations

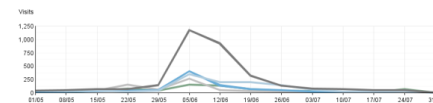
News stories	Sentiment	Total circulation	Estimated ad value
20	+	3,972,389	\$92,037.22

Insights

- Media availability was organized on June 9, 2016 to present the preliminary concepts. A digital media package was also available to download in the Newsroom.

Calgary.ca/crowchild

8,061 visits to the website; 4,304 of those to the home page



Insights

- Visits to home page peaked at the beginning of June, corresponding with the invite-only engagement events.

Impressions – number of exposures generated against the target market Reach – the number of unique exposures

Phase 5 Engagement - Concept Selection and Recommendation (August to October 2016)

Awareness Campaign

- Three registered mail-outs to 72 property owners potentially impacted or no longer impacted by the draft recommendations
- Phone calls made or emails sent to 25 businesses and organizations potentially impacted
- Mail-out to approximately 1,300 property owners and residents living one block from Crowchild Trail, and approximately 200 businesses and organizations informing them of invite-only engagement events
- Article submission to north-west community newsletters and websites
- Article submission for Ward websites
- Two email updates to 2,404 subscribers
- Six tweets from @yyctransport, with **10,620 impressions**, 603 engagements and 274 URL clicks (60 to the story map and [214 to the online tool](#))
- Five tweets from @cityofcalgary with **45,804 impressions**, 616 engagements and 220 URL clicks (99 to the website and [121 to the online tool](#))
- Facebook ads with **115,690 impressions**, reaching **66,912** Calgarians and [2,260 clicks to the online tool](#)
- Online ads with **613,505 impressions** and [880 clicks to the online tool](#)
- Online Story Map with 1,948 views
- Four banners on pedestrian bridges

- Radio Ad submission to Roads' Traffic Advisory Radio 106.5 FM, reaching 36 per cent of Calgarians
- Two variable messages boards along Crowchild Trail and 17 bold signs located in bordering communities
- Eight ads in bus shelters, with **2,958 impressions**
- 12 digital display units throughout campus at the University of Calgary, with over **56,000 impressions**
- Seven digital display units at Transit stations throughout Calgary
- 55 external and 95 internal digital display units throughout Calgary, with approximately **205,557 impressions**
- Report to Calgarians segment with an estimated **997,500 impressions** from three media channels and Cineplex, and 245 views on YouTube. It also played on seven digital display units at Transit stations as well as 55 external and 95 internal digital display units at various City of Calgary facilities
- Approximately 200 postcards handed out to Calgarians at various events

Insights

- Messaging focused on how ideas were evaluated together and encouraged Calgarians to review the draft recommendations.
- Total impressions were 2,047,634.
- Total clicks to the online tool were 3,475.

- @cityofcalgary has 180,973 followers.
- @yyctransport has 25,083 followers.

311

- 17 service requests responded to

Project Email

- 44 emails to update key stakeholders
- 114 email correspondences with Calgarians

Media Relations

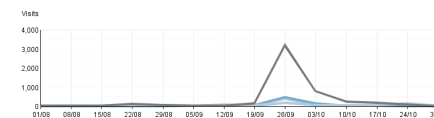
News stories	Sentiment	Total circulation	Estimated ad value
15	+	1,564,683	\$37,764

Insights

- Media availability was organized on September 28, 2016 to present the draft recommendations.

Calgary.ca/crowchild

9,444 visits to the website; 5,915 of those to the home page



Insights

- Visits to home page peaked on September 26, corresponding with the media coverage and launch of online tool.

Impressions – number of exposures generated against the target market Reach – the number of unique exposures

Phase 6 Engagement - Reporting and Completion (November to December 2016)

Awareness Campaign

- Registered mail-out to 26 property owners impacted by the recommendations presented in Phase 6
- Registered mail-out to 25 businesses impacted by the recommendations presented in Phase 6
- Article submission for north-west community newsletters and websites
- Article submission for Ward office websites
- Three email updates to 2,484 subscribers
- Seven tweets from @yyctransport, with **13,049 impressions**, 1,732 engagements and 378 URL clicks (seven to the video illustrating the recommendations **and 371 to the online tool**)
- Five tweets from @cityofcalgary with **51,263 impressions**, 211 engagements and 55 URL clicks (six to the website and **49 to the online tool**)
- Facebook ad with **105,950 impressions**, reaching **68,032 Calgarians** and **2,223 clicks to the online tool**
- Online ads with **467,695 impressions** and **568 clicks to the online tool**
- Radio Ad submission to Roads' Traffic Advisory Radio 106.5 FM, reaching 36 per cent of Calgarians

- Two variable messages boards along Crowchild Trail and 15 bold signs located in surrounding communities
- Two banners on pedestrian bridges
- Five ads in bus shelters, with **1,849 impressions**
- 12 digital display units throughout campus at the University of Calgary, with over **56,000 impressions**
- Seven digital display units at Transit stations
- 55 external and 95 internal digital display units at various City of Calgary facilities, with approximately **245,129 impressions**
- Online Story Map with 1,158 views

Insights

- Messaging focused on thanking Calgarians for their input and encouraged them to review the plans and process.
- Total impressions were 940,935.
- Total clicks to the online tool were 3,211.
- @cityofcalgary has 208,000 followers.
- @yyctransport has 28,609 followers.

311

- One service request responded to

Project Email

- 27 emails to update key stakeholders
- 68 email correspondences with Calgarians

Media Relations

News stories	Sentiment	Total circulation	Estimated ad value
10	+	839,760	\$16,912

Insights

- News release was published on Tuesday, November 30 – *Let's talk changes to Crowchild Trail – review the plans and process* – to create awareness about the final short-, medium- and long-term recommendations.

Calgary.ca/crowchild

5,008 visits to the website; 3,341 of those to the home page



Insights

- Visits to home page peaked around the same time as the information sessions.

Impressions – number of exposures generated against the target market Reach – the number of unique exposures