

# Neighbourhood Streets

## Translating Policy into Excellent Customer Experience with Innovation

Calgarians will always have a role to play in identifying problems around speeding and shortcutting in their neighbourhoods. To design a better experience, Administration undertook an innovative approach - a Design Thinking Cycle (see page 5 for more information) - to translate the intentions of the Neighbourhood Streets Policy into a great customer experience for Calgarians.

This attachment explains the challenges in the current process used by Administration to address speeding and shortcutting. In summary, we know through interviews that current City processes are not serving anyone well, neither City Staff, nor Calgarians. This attachment also demonstrates how Administration is responding to this opportunity to apply this policy and deliver great customer experience for Calgarians.

**The Innovation Lab uses Design Research to find ways to spark and distill insight through carefully investigating human experience and behaviour to inspire teams and to address people's actual needs and contexts.**

### Attachment Structure:

#### Defining the Challenge



Needs and Key insights



Problem Statement



Current user journey map

#### Responding to the Opportunity



Design Principles

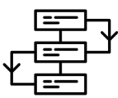


Next Steps



### Needs

Through the analysis of interview data from both Calgarian and internal City staff associated with traffic calming (see page 5), Administration identified 101 key stakeholder needs (human physical and/or emotional requirements). This design research leads to understanding, not assuming, the needs of those most affected by a service. It is a more effective way to design a great customer experience for stakeholders. The needs of Calgarians and internal stakeholders are represented below through high-level themes:



Prioritizing speeding and shortcutting problems, by considering data, transparency, equity, and support for Calgarians



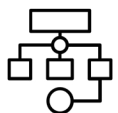
Ensuring adequate resourcing and expectation management for both City areas of work and Calgarians



Fostering trusting and collaborative relationships between City areas of work and with Calgarians



Empowering City departments and Calgarians to be able to make innovative Neighbourhood Street design decisions



Developing clear planning and processes, integrating multiple City areas of work to solve problems efficiently



Setting a standard of transparent and responsive communication between City areas of work and Calgarians



## Key Insights

The following key insights from the design research provide an understanding of the key stakeholders and their contexts that informs how Administration will provide excellent customer experience:

1. **Calgarians' perceptions of safety matter and consensus is an illusion:** On Neighbourhood streets, Calgarians may feel unsafe even though speed data will show there is not legally a speeding problem to correct. Calgarians' perception of safety is an important metric, but there is a tension between making safe and slow street design changes and internal stakeholders wanting to please communities. The concept of a "unified community" is not realistic.
2. **Politicization of the process makes it more expensive and less equitable:** The current process and limited City resources result in Calgarians engaging in multiple attempts, over several years, to work with The City to solve speeding and shortcutting in their neighborhoods. This often results in escalation to Councillors to be prioritized, creating an inequitable service delivery because Calgarians with the means to advocate receive the investment in their neighbourhoods, rather than the locations with the greatest need. Involving Council in the process is important.
3. **Calgarians and The City need considerable investment in solutions:** Calgarians lack an understanding of the significant resources required by The City and City processes do not consider the volunteer time demand on Calgarians, to support the current process to address speeding and shortcutting. Overall, this work needs more funding to meet Calgarians' expectations.
4. **Calgarians feel personal ownership over public spaces:** Calgarians feel a surprisingly deep sense of ownership of public spaces in their communities. Interestingly, when The City invests in a solution to speeding and shortcutting that is not neighbourhood initiated, the residents do not feel ownership over it.
5. **Calgarians expect to collaborate on solutions, because of precedents:** Calgarians want The City to value their local knowledge and want to be partners in design decisions, based on precedents set by other City departments.



## Problem Statement

Administration created a problem statement, a high-level summary that incorporates community and internal stakeholder needs, to focus the challenge of realizing the policy in solving speeding and short-cutting, while delivering great customer experience.

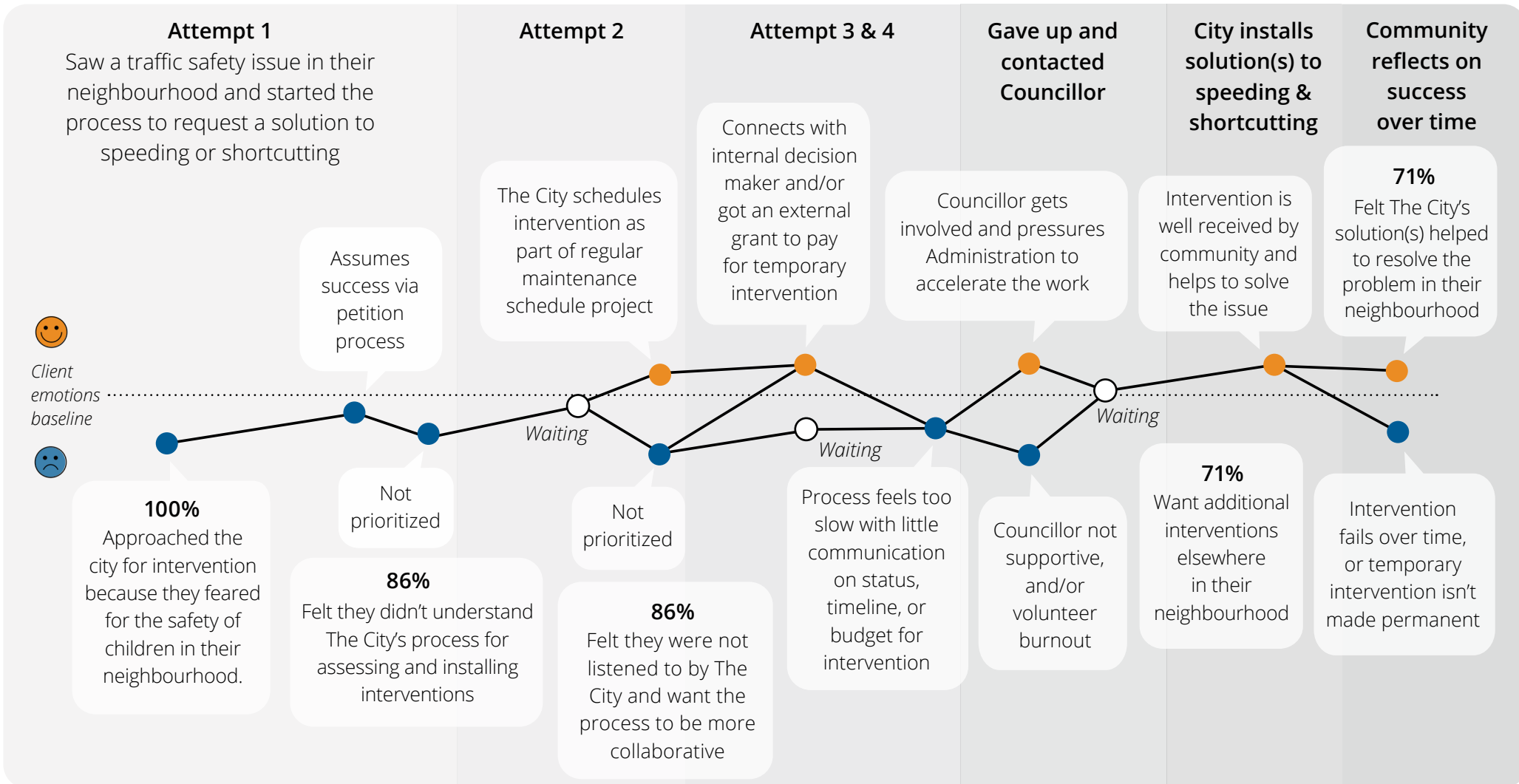
**Redesign Calgarians' experience of requesting a solution to speeding, shortcutting and organizing a street lab. Consider that transportation is an evolving field and guide concerned residents to describe problems rather than pitch solutions, since The City can provide a broader set of possible solutions and better customer experience this way, with limited resources. We aim to build strong communities through safe and inclusive street design, while managing community expectations. We need to test the assumption that transparent communication will improve the intake experience for Calgarians requesting a solution to speeding and shortcutting.**



## Current User Journey Map

Using the 16 interviews with Calgarians, Administration developed a journey map: a visual representation of the current experience Calgarians undergo to address a speeding and shortcutting problem in their neighbourhood. The following graphic represents that journey

The stages below range in time from 18 months to over 10 years according to the Calgarians interviewed. Each attempt has a period where they gave up due to frustration or barriers, before attempting again.





## Design Principles

Administration developed these design principles from the Design Research analysis. These create actionable guidelines to inform the project's prototypes and next steps.

1. Use safety is a main, but not only consideration.
2. Integrate cross-corporate needs from the system.
3. Foster clear, responsive communication internally and externally.
4. Uses focused transparency to foster trust.
5. Educate and demystify.
6. Respect both internal expertise and the lived experience of Calgarians.
7. Be efficient, cost effective, and human.
8. Highlight the outcomes and the why.
9. Link with data.
10. Manage expectations.



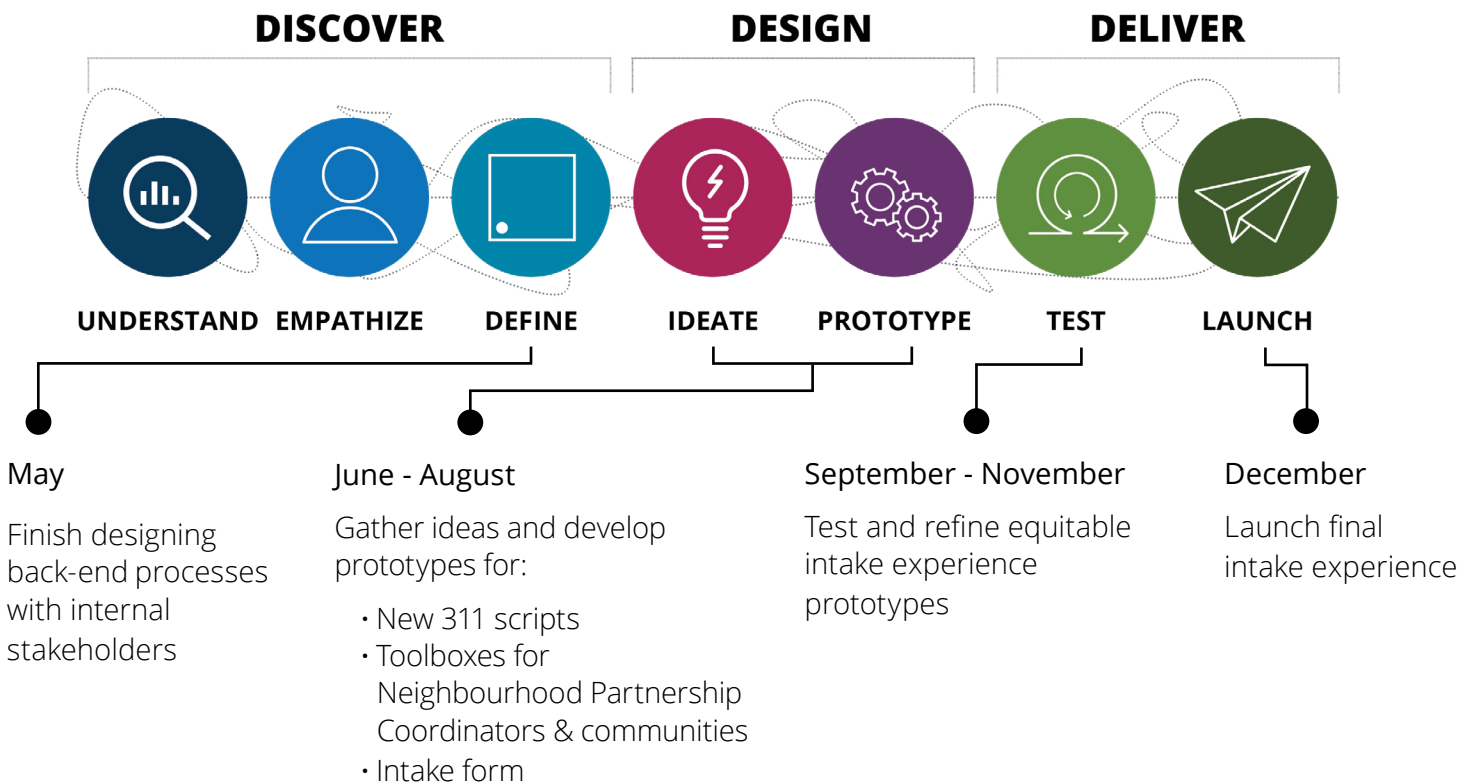
*We are very fortunate that [while we waited for a solution to speeding and shortcutting] the only living thing killed was a dog, and that the woman hit is still alive, even though she has problems.*

-Calgarian interviewed



## Next Steps

Grounded in this deep understanding of Calgarian and City staff needs, Administration will continue the Design Thinking Cycle to create and test equitable and effective processes to solve speeding and shortcutting concerns. The final process will be co-designed with City staff and Calgarians.



## How we are understanding Calgarian and internal stakeholder needs

Administration used a Design Thinking Cycle, a problem-solving method that ensures the most affected Calgarians and internal stakeholders are involved throughout the process. This ensures that the solutions generated are grounded in Calgarian's lived experiences to meet their needs, while also functioning seamlessly with internal stakeholder processes.

Administration learned directly from 18 Calgarians with different levels of experience solving speeding and short-cutting in their neighbourhoods to ensure their contexts and needs are centered in decisions and actions. In addition, Administration worked across the Corporation make sure there was deep understanding of internal processes, data, timelines, and budget impacts to design well with internal stakeholders.

*"It is challenging providing transportation infrastructure for 1.4 million people - they have different beliefs and ideas with how they get around - some of their ideas may put others at risk. Then others may not be getting their needs met."*

-Internal Stakeholder interviewed

### These visualizations show the internal stakeholders and Calgarians this project learned from:

19 internal stakeholders from 6 City departments were interviewed:

- 7x Roads
- 3x Transportation
- 3x Water Infrastructure
- 2x Calgary Neighbourhoods
- 2x Planning & Development
- 2x Calgary Transit

18 Calgarians were interviewed, representing 16 neighbourhoods from all four quadrants of The City:



- 9 Calgarians were users of the current process to solve speeding and shortcutting
- 7 Calgarians were non-users of the current process

11 experts were interviewed for best practices:

- 4x Local organizations shared their experience on project intake best practices for Calgarians
- 5x Researchers and content experts shared insights about 5 similar projects/programs in 3 countries
- 2x Researchers and content experts shared findings in access equity, covering issues both local to Calgary, and those prevalent across Canada and the USA