

# South Shaganappi Study 2015 - 2018 Engagement Summary Report

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**Report completed: April 2018**

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## Executive Summary

In 2009, Council approved the Calgary Transportation Plan (CTP) which reclassified Shaganappi Trail to an Arterial Street. Based on this reclassification, the South Shaganappi Study was initiated with stakeholders and the public to reimagine Shaganappi Trail. The Study was specifically interested in exploring the most effective ways of supporting community connections in the area, enhancing the safety and efficiency of the corridor, and providing easy movement through the corridor for all modes of transportation. The goal of the Study was to develop short- and long-term recommended plans that would guide the design of south Shaganappi Trail in the coming years.

The study included three phases that focused on gathering stakeholder and public input to inform and shape the design of the study area:

- Phase 1 – Project initiation and definition
- Phase 2 – Concept analysis and development
- Phase 3 – Preferred concept selection and finalization

Throughout these phases a range of engagement activities were held including face-to-face meetings with specific stakeholders, in-person events for stakeholders and the public, online engagement opportunities, and pop-up events in public places. These engagement opportunities sought input from a wide range of people including residents and businesses in adjacent and surrounding communities, those who work in and/or commute through the study area, community associations and planning committees, special interest groups, institutions, and the general public.

As the design of south Shaganappi Trail would have the greatest impact on the adjacent communities of Montgomery, Parkdale, and Point McKay, one of the focal points for the study team was ensuring the ongoing involvement of residents and businesses in these communities. Specific adjacent-community-only events were held to ensure community members had dedicated time to discuss their unique perspectives, and to review plans as they progressed from draft through to final stages.

A Community Advisory Group was also established to bring representative stakeholder and public voices to the design process. This group met regularly with the project team. As the project progressed, the project team also met regularly with the Montgomery Community Association.

Throughout the course of the study, the technical team worked closely with stakeholders and the public to ensure that short- and long-term recommendations met the needs and vision of those who would be most impacted by the plans. This integrated and responsive approach to engagement resulted in recommended plans that meet the study's objectives while reflecting the unique character of the communities they serve.

# 1.0 Background and Overview

## 1.1 Study background

Shaganappi Trail has long been identified as an important link in Calgary's transportation network.

In 1970, The City completed the Shaganappi Trail Functional Planning Study. At that time, Shaganappi Trail was classified as an expressway. The study recommended a major interchange at the junction of 16 Avenue, Bowness Road, Memorial Drive, and Shaganappi Trail. It also recommended Shaganappi Trail be extended across the Bow River through Edworthy Park to connect commuters to Sarcee Trail.

In 2009, Council approved the Calgary Transportation Plan (CTP). The CTP reclassified Shaganappi Trail to an Arterial Street and identified the corridor as a primary route for transit, cycling and HOV (high-occupancy vehicles). In addition, the CTP confirmed that the Bow River crossing recommendation included in previous transportation plans for Shaganappi Trail would be removed. As an Arterial Street, the function of Shaganappi Trail would be to provide reasonably direct connections between communities and major destinations rather than the major north-south connection that had previously been planned.

In light of this reclassification, the South Shaganappi Study was established to work closely with stakeholders and the public to reimagine Shaganappi Trail as an Arterial Street. The Study was specifically interested in exploring the most effective ways of supporting community connections in the area, enhancing the safety and efficiency of the corridor, and providing easy movement through the corridor for all modes of transportation.

Working with stakeholders and the public the study identified both short- and long-term recommendations that accommodate all modes of transportation and align the study area with the CTP, the Municipal Development Plan (MDP), and adjacent land use plans.

## 1.2 Engagement strategy

Engagement for the South Shaganappi Study occurred in phases and focused on gathering specific stakeholder and public input to inform and shape the design of the study area. The three phases of engagement are outlined below and discussed in more detail in subsequent sections of this report.

Phase	Objectives
1: Project initiation & definition	<ol style="list-style-type: none"><li>1. Introduce stakeholders and the public to the study</li><li>2. Learn about stakeholder and public needs, values, and vision for the study area.</li></ol>

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2A: Concept Analysis	1. Collaborate with stakeholders and the public to generate potential design ideas for the study area
2B: Concept Development	1. Develop preliminary short- and long-term design concepts for the study area
3A: Preferred Concept Selection	1. Review and refine short- and long-term recommended plans with stakeholders and the public
3B: Preferred Concept Finalization	1. Present final short- and long-term recommended plans to stakeholders and the public

### 1.3 Building relationships

A priority on building relationships with stakeholders and developing trust with the public was a focus throughout the study. The project team connected with a broad range of stakeholders, and through this process identified a variety of needs and desires with regards to engagement. This led to a tailored engagement approach that respected the needs of different stakeholders and public users. With a focus on working together with stakeholders, the project team's effective relationships led to the creation of recommendations for the short- and long-term design of South Shaganappi Trail that incorporate a wide range of perspectives.

#### Engagement with adjacent communities

After the first public engagement opportunity it became clear that the communities adjacent to the study area, i.e. Montgomery, Parkdale, and Point MacKay, had concerns related to the safety and comfort of their residents that were not necessarily shared by other Calgarians. It was clear that the impacts of the study would be felt most directly by these communities. To ensure that community members had an opportunity to receive information and provide their unique input on the study, the project team split engagement activities into two separate streams for Phases 2 and 3.

In Phases 2 and 3 all in-person engagement activities were held twice. The first event was open only to adjacent community members, while the second event was open to all Calgarians. This split provided those living and doing business in adjacent communities a chance to have in-depth discussions with fellow community members and the project team in a forum focused on their unique needs.

## Bringing public input and technical expertise together

Throughout the study, the technical team was highly involved in the engagement process. Technical staff from a variety of backgrounds was on hand for all open house events to ensure stakeholders could ask questions and provide input about any aspect of the study. Technical staff also worked with stakeholders to help bring the community's ideas to life in design idea workshops. The core technical team was present at all engagement meetings and events to ensure stakeholder input was heard, and also brought back to the engineering table to directly inform design ideas and outcomes.



### Short-term recommendation input

The short-term recommendations for the study area were of particular interest to stakeholders because they are anticipated to be implemented within five years (pending funding). When the short-term recommendations were first presented, the project team received feedback from stakeholders about concerns and questions related to the impacts of the recommendations on adjacent communities. In response, the project team revised their engagement plan and added two meetings each with the Montgomery Community Association and the Community Advisory Group. In these meetings technical experts participated with stakeholders to review each modification that was being suggested within the short-term recommendations and then worked to refine the modifications to better meet stakeholder needs. This led to some modifications being eliminated from consideration, while others were added or refined based on the feedback

### Adding a public engagement opportunity

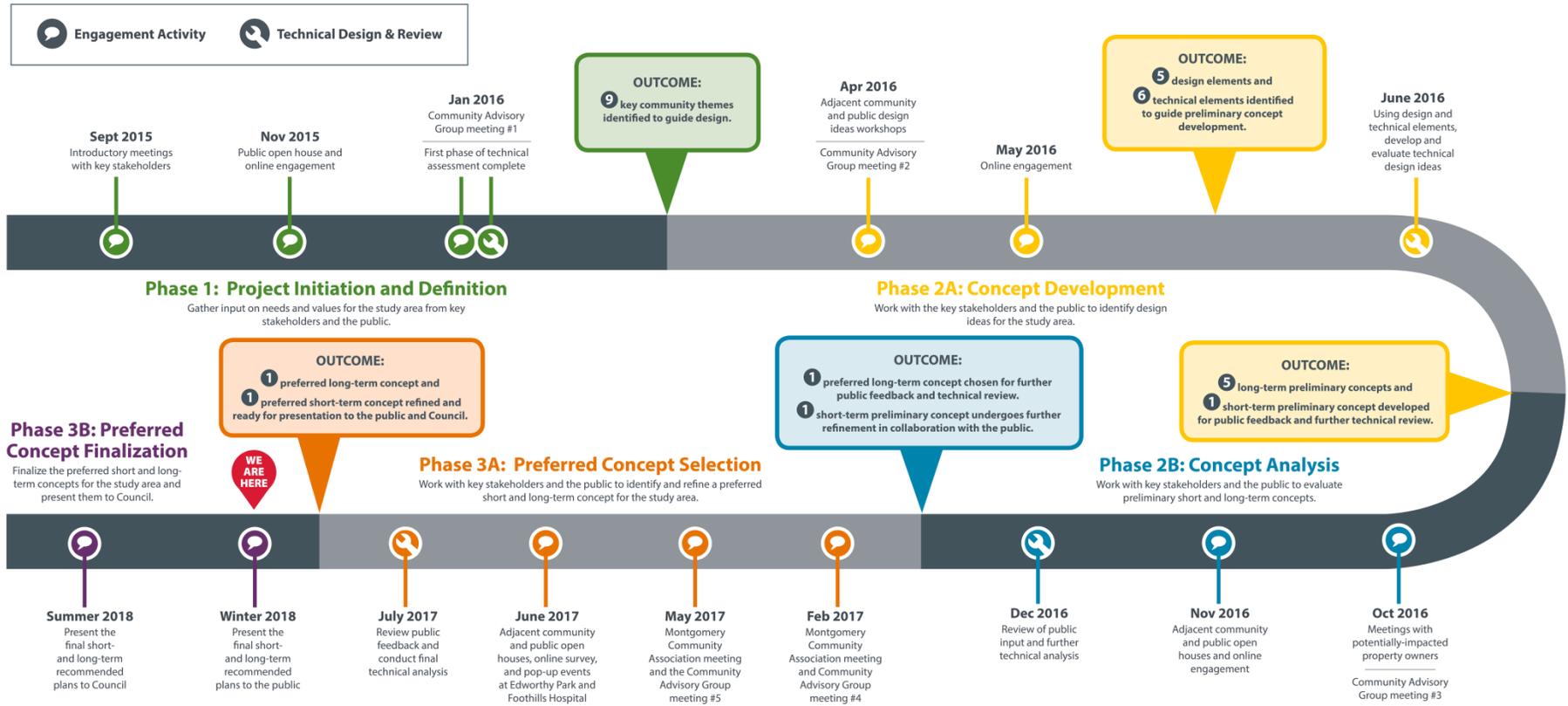
After refining short-term recommendations with key stakeholders, the project team wanted to ensure that both the short- and long-term recommendations fully considered community needs. To give stakeholders an additional opportunity to provide feedback, the project team added a public engagement opportunity to the original plan. During this engagement, adjacent communities and the public were presented with the refined short-term recommendations and the preferred long-term recommendation for review. By adding this opportunity for stakeholders and the public to learn about the changes and provide feedback on the plans, the project team was able to make final adjustments to the designs to ensure they reflected community needs as much as possible.

## 1.4 Engagement Activities

The table below provides an overview of the engagement activities used to gather feedback from stakeholders and the public over the course of the study

Phase	Engagement Activity	Date	Participants
1	Pre-engagement stakeholder meetings	October 7 – November 23, 2015	6 stakeholder groups
	Public open house	November 19, 2015	115
	Online feedback	November 19 to December 3, 2015	11
2A	Design idea workshops	April 9, 2016	60
	Online feedback	May 11 – 25, 2016	171
2B	Adjacent communities and public open houses	November 23 & 24, 2016	68
	Online feedback	November 23 – December 12, 2016	272
3A	Adjacent communities and public open houses	June 13 & 14, 2017	69
	Online feedback	June 14 – July 4, 2017	74
	Pop-up events (Edworthy Park and Foothills Hospital)	June 26, 2017	118
3B	Public information session	March 17, 2018	54
	Public information session at Montgomery Main Streets Open House	March 21, 2018	168

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## 1.5 Stakeholders

Engagement events were promoted to a broad group of stakeholders including:

- Residents and businesses in the adjacent communities of Montgomery, Parkdale, and Point McKay
- Residents and business in surrounding communities e.g. Bowness, St. Andrews Heights, University Heights
- Calgarians – General Public
  - People who work in and walk, bike, drive, or take transit through the area, e.g. employees at Foothills Medical Centre, and Edworthy Park users
- Community associations, e.g. Montgomery Community Association, Bowness Community Association, Parkdale Community Association, etc.
- Planning committees, e.g. South Shaganappi Area Strategic Planning Committee
- Special interest groups, e.g. Bike Calgary, Business Revitalization Zones, Calgary River Valleys
- Large institutions in the area, e.g. schools, universities, health care services
- City Councillors
- City of Calgary staff

Communication with stakeholders included a variety of strategies and tactics, which are described in more detail in Section 5.0 of this report.

## 1.6 Community Advisory Group

In addition to broad stakeholder communications, a Community Advisory Group (CAG) was established in December 2015 to provide ongoing advice to the project team about community needs and interests. Members were chosen through an expression of interest process that asked Calgarians to submit an application for membership to the CAG. The City of Calgary in consultation with the project team selected 17 members to represent a variety of community interests, including:

- Surrounding businesses and business associations
- Surrounding communities and community associations
- Community non-profit organizations
- Community services
- General public

The CAG was instrumental in developing relationships and maintaining an ongoing dialogue between the project team and the stakeholder groups associated with the south end of Shaganappi Trail. The CAG met throughout the study to provide advice to the project team on:

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- Community ideas, interests and needs;
- Opportunities to connect with the public and obtain public input;
- Evaluation criteria for design concepts;
- Design elements;
- Preliminary long-term design concepts;
- Short-term recommended plans; and
- Striking an appropriate balance between community, public and transportation network needs

### Community Advisory Group members

CAG members included representatives from:

Organization / Representatives
Bowness Community Association
St. Andrews Heights Community Association
Varsity residents
University of Calgary, Facilities Development
University of Calgary, West Campus, Senior Development Manager
Alberta Health Services, Planner
Bike Calgary
Montgomery Community Association
Montgomery Business Revitalization Zone
University Heights Community Association
Point McKay Community Association
Parkdale Community Association
Northwest Storage
Parkdale residents
Montgomery residents
Calgary River Valleys
Study area commuters

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### Community Advisory Group meetings

Six meetings were held with the Community Advisory Group on the following dates:

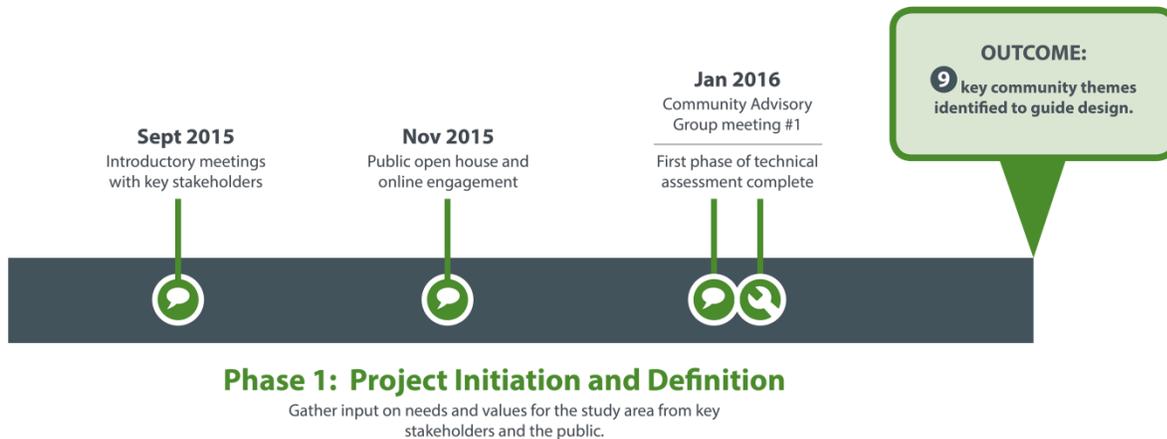
Meeting	Date	Time	Location	Topic
1	January 20, 2016	6:30 to 8:30pm	Montgomery Community Association	Review Terms of Reference, and assist with the development of evaluation criteria
2	April 26, 2016	6:30 to 8:30pm	Foothills Academy, Wellness Centre	Review design ideas and technical elements to inform development of preliminary design concepts for the study area
3	October 25, 2016	6:30 to 8:30pm	Foothills Academy, Wellness Centre	Review preliminary design concepts for the study area
4	March 7, 2017	6:30 to 8:30pm	Foothills Academy, Wellness Centre	Review short-term recommendations for the study area
5	May 31, 2017	6:30 to 8:30pm	Foothills Academy, Wellness Centre	Review the revised long-term and short-term recommendations for the study area.
6	March 15, 2018	6:30 to 8:30pm	Foothills Academy, Wellness Centre	View the finalized long-term and short-term recommendations for the study area

In addition to the Community Advisory Group meetings, the project team met specifically with the Montgomery Community Association on three occasions to review design impacts for their community:

Meeting	Date	Time	Location	Topic
1	March 1, 2017	6:30 to 8:30pm	Montgomery Community Association	Review short-term recommendations for the study area
2	May 30, 2017	6:30 to 8:30pm	Montgomery Community Association	Review the revised long-term and short-term recommendations for the study area.
3	March 14, 2018	6:30 to 8:30pm	Montgomery Community Association	View the finalized long-term and short-term recommendations for the study area

## 2.0 Phase 1: Project Initiation and Project Definition

Phase 1 involved introducing the study to stakeholders and the public, and working to better understand specific community interests and values surrounding the study area. This phase involved broad communications to ensure a variety of viewpoints and perspectives were heard. This phase also included establishing and hosting the first meeting of the Community Advisory Group.



### 2.1 Engagement activities – What we asked

In Phase 1, engagement activities focused on working with stakeholders and the public to understand their interests, values, challenges, and to identify issues that they felt needed to be addressed. Engagement activities explored stakeholder and public values and their vision for the future of the area, by asking questions like:

- What areas of your community are most important to you and why?
- What areas of your community would you like to see changed and why?
- What do you envision for the future of the south end of Shaganappi Trail?
- What is the one most important thing the project team needs to know about your community and why?

Calgarians were invited to provide input on the study during a number of engagement opportunities, including:

#### Stakeholder meetings

The study team met with business groups and community associations to introduce the South Shaganappi Study and to better understand valued places, as well as the communities' values and vision for the future.

Meetings were held with the following groups:

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Group	Date
South Shaganappi Area Strategic Planning Group (SSASPG)	October 7, 2015
Montgomery Business Revitalization Zone	October 30, 2015
Bowness Community Association	November 4, 2015
Montgomery Community Association	November 10, 2015
St. Andrews Heights Community Association	November 16, 2015
Bowness Business Revitalization Zone	November 23, 2015

### Public Open House

A public open house was held on November 19, 2015 to introduce stakeholders and public to the study, gather feedback on the community's values and vision for the study area, and to give participants an opportunity to meet and ask questions of the study team. 115 people attended the event. This event included opportunities for open dialogue and a written comment form to rate the value of the open house and for participants to provide additional comments. The event also included two interactive engagement displays:



- **A scrawl wall** – The scrawl wall provided participants with a place to answer the questions ‘When you think about the future, what do you envision for the south end of Shaganappi Trail?’ and ‘What is the one most important thing the project team needs to know about your community?’
- **An interactive community values map** – This aerial map of the study area provided participants with an opportunity to ‘Tell us what matters to them in their community’ by marking important places and routes on the map using string, pins, and sticky notes.

### Online Feedback

An online feedback opportunity was made available between November 19 and December 3, 2015 for those who had additional comments to share or were unable to attend the open house. 11 people provided comments via the online feedback. Participants were asked about the areas

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in need of change and/or preservation, their ideas for the future of the south end of Shaganappi Trail, and the most important thing for the project team to understand about the study area.

### Community Advisory Group Meeting #1

The first Community Advisory Group meeting was held on January 20, 2016 and focused on establishing the Terms of Reference for the group and gathering input on evaluation criteria for the study. In particular, members were asked to:

- Review and comment on the Terms of Reference
- Provide input on how to include important community considerations in the study's evaluation criteria

Participants were asked to provide input during group discussions through:

- **Round table discussion:** A group discussion provided participants with an opportunity to comment on and ask questions about the proposed Terms of Reference for the group.
- **Table exercise:** The group broke into two to review the study's goals and objectives and to provide feedback on how the study's evaluation criteria could best reflect community values and needs.

## 2.2 What we heard

Input from meetings, the open house, the online survey, and the Community Advisory Group revolved around eight main community considerations:

### Safety

Safety was a dominant theme with study participants. Traffic turns and pedestrian crossings were repeatedly mentioned as areas of concern.

### Traffic flow & connectivity

Participants expressed interest and concern over traffic flow; specifically how the south study connects to the north study and how traffic flows onto 16th Avenue particularly westbound but eastbound as well. There were discussions around turning times and ease of access along Shaganappi Trail.

### Pedestrian and bicycle access

Participants expressed concerns about access points for pedestrians and bicycles and noted interest in building those access points while keeping their destination in mind. There was some interest in separating bicycles from other pathways but a general consensus to ensure connectivity to the community.

### Community connectivity

Participants reflected the need to join the communities on either side of Shaganappi Trail. Montgomery was mentioned numerous times as being separated by 16 Avenue, and

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participants saw Shaganappi Trail as an opportunity to unite the communities of Montgomery, Point McKay, and Parkdale.

### **Accessibility to businesses**

Accessibility to area businesses was noted as an important consideration. This included access to the West Campus development, Alberta Children's Hospital, Foothills Medical Centre, Market Mall, and businesses in the Point McKay area.

### **Land use – parks, pathways and parking lots**

Participants indicated that the Bow River Pathway parking lot is well utilized by businesses and other Calgarians. A number of participants expressed interest in maintaining and enhancing this space. There was interest in integrating more park, environmental and recreational uses for the land as well as creating a more walkable area. Participants also felt that parking should be considered.

### **River crossing**

Participants reflected that the removal of the river crossing puts more pressure on Crowchild Trail. There was also some relief that a bridge would not be built to run into Edworthy Park. In addition, participants expressed concerns over flooding and public safety.

### **Open house organization**

Generally, participants were satisfied with the layout of the room, the information that was provided and the staff that was available to answer questions. There was reference to appreciating the historical information that was displayed, and some interest in seeing more tangible ideas such as design concepts, although the mapping activities were mentioned numerous times as being a good idea.

## Quotes from participants

**“Would be nice to have pedestrian connection along Bowness Rd. connecting Montgomery and Parkdale in addition to the River pathway.”**

**“Would love to have a walkable community of restaurants boutiques and service centers around the east side of Shaganappi and south of 16 Avenue.”**

**“I do not want more traffic cutting through Montgomery.”**

## 2.3 How we used the input

The input gathered through Phase 1 was used to develop nine key community themes. These themes were used to guide the development and evaluation of design ideas and preliminary concepts in Phase 2.

The nine key community themes developed through Phase 1 were:

1. Safe movement for all modes of transportation through the study area
2. Efficient traffic flow through the study area
3. A balance between the needs of people who walk, bike, take transit, and drive
4. Easy access to local businesses
5. Connections between communities
6. Quality of life in adjacent communities
7. Environmental health
8. Planning for future growth in the area
9. Seeing the study area as part of the City's transportation network (an integrated view of the study area)

## 2.4 Key outcomes of Phase 1

The key outcomes of Phase 1 included:

1. The project team identified and began to establish relationships with key stakeholders.
2. The Community Advisory Group was established and met for the first time.
3. The project team engaged with stakeholders and the public to identify community interests, values, and challenges, and to identify issues that need to be addressed.
4. The project team identified nine key community themes to guide the development of design ideas.
5. The project team adjusted the engagement approach for Phases 2 and 3 to ensure adjacent communities were able to provide input in a forum that met their unique needs.

## 2.5 Lessons learned

The project team took valuable communication and engagement lessons away from Phase 1 including:

### **Interactive activities can create positive conversation about the things that matter most to stakeholders and the public**

The interactive mapping exercise used at the first public open house was positively received by participants and helped them identify the areas of their community that were most important to them. The exercise also allowed participants and the project team to visualize the areas of greatest value in relation to the study area and opened discussions about the ways in which the study could benefit or impact adjacent communities. This activity provided insight into ideas and values, and provided an opportunity for the project team to open important dialogue with stakeholders and the public.

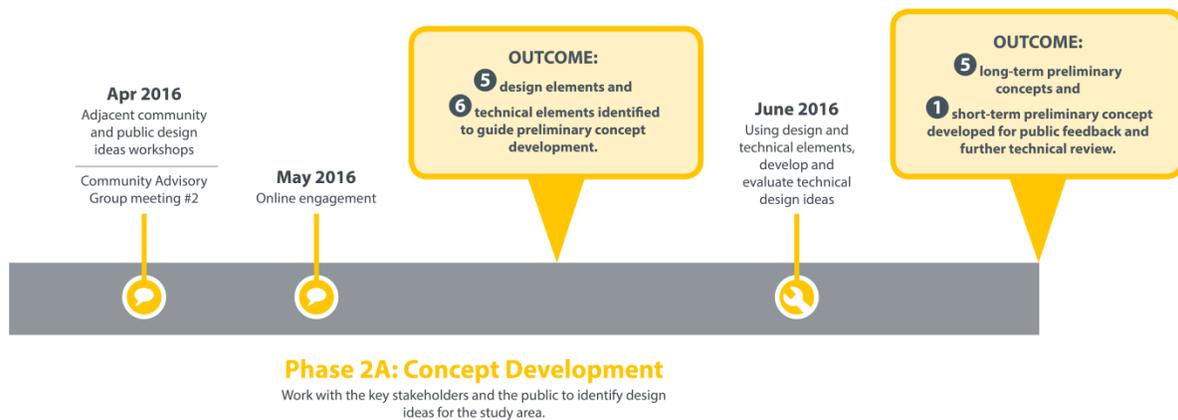
### **Stakeholders appreciate a personal and proactive approach to communications**

Postcards were developed to invite businesses in the study area to the first public open house. Postcards were hand delivered to businesses throughout adjacent communities, providing an opportunity for the project team to speak directly with business owners and managers. This approach was well received and effective relationships were developed with many owners expressing their gratitude for the proactive and personal outreach, and for the opportunity to ask questions of a project team member. By reaching out directly and early in the engagement process, the project team communicated to stakeholders that their perspectives were valued and desired. This tactic created a connection and helped develop relationships with the project team that generated interest in the engagement process and helped to bring a variety of stakeholder voices to the study.

## 3.0: Phase 2: 2A Concept Development & 2B Concept Analysis

### 3.1 Phase 2A: Overview

Phase 2A Concept Development involved the creation of different potential design concepts with the community. Design idea workshops brought the public and technical staff together to begin sketching out potential designs. The 11 designs created in the workshops were then distilled into common design and technical elements that were used by the technical team to design four preliminary long-term concepts and one preliminary short-term concept that were reviewed by the public in Phase 2B.



### 3.2 Phase 2A: Engagement activities – What we asked

#### Design Idea Workshops

On April 9 2016, the project team held two design idea workshops with adjacent community members and the general public to create potential design ideas for the study area. Workshops were divided into two sessions: one in the morning for the adjacent community residents of Montgomery, Parkdale, and Point McKay, and an afternoon session that was open to all Calgarians. 60 people participated in these sessions.



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Participants worked in groups of five-seven people. Each group had three project team members assisting in the design process: a facilitator, a note-taker, and a technical illustrator. The workshop sessions produced 11 different design idea drawings. In addition, participants also provided comments on the design idea drawings of other groups noting what they liked or did not like and why. Notes were also captured detailing each group's thought process and their considerations in designing the study area.

### **Community Advisory Group Meeting #2**

The second Community Advisory Group Meeting was held on April 26, 2016 to review and provide input on the design and technical elements that came out of the design idea workshops and subsequent technical analysis.

### **Online Feedback Opportunity**

After the CAG reviewed the design and technical elements, online engagement was developed to validate the elements and gather broad public input on any refinements stakeholders and the public wanted to see. The online opportunity also provided participants with information about the benefits and trade-offs of each element, and drew attention to important considerations for each. The survey ran from May 11 – 25, 2016 with a total of 171 responses.

### **3.3 Phase 2A: What we heard**

The project team reviewed the 11 design idea drawings and all comments provided by workshop participants. During this review, the project team identified that nearly all the design idea drawings contained six common design elements. For example, many groups noted a desire to change the junction at Shaganappi Trail and 16th Avenue N.W., to address the way traffic flows along 16th Avenue N.W., and to create better connections for people who walk and bike. The project team decided to focus on these elements to ensure they were working with the best representation of the community's input.

In addition to the design elements, the project team identified four technical elements that were not developed by the public. It was also important to gather feedback on these in order to ensure effective concept creation. After reviewing the technical elements identified by the project team, CAG members identified one additional technical element for inclusion in the online feedback opportunity, bringing the total number of technical elements to five.

## Quotes from participants

“There needs to be a clearly defined space for cyclists (bike lane) with equal access to spaces vehicles can travel.”

“Shaganappi and 16th functions well for what it is but if either were asked to take on additional traffic they would quickly become congested.”

“Walking paths are vital!”

### 3.4 Phase 2A: How we used the input

The input gathered through Phase 2A was used to finalize the six design elements and five technical elements that would guide the development of preliminary concepts in Phase 2B.

#### **The six design elements developed and validated through Phase 2A were:**

1. Change the design of the junction at Shaganappi Trail and 16th Avenue N.W. to improve the safety and traffic flow for all modes of transportation.
2. Encourage people who drive to take 16th Avenue N.W. by revisiting how the road functions within the study area.
3. Improve access and reduce traffic volume and speed on Bowness Road to better accommodate people who walk, bike, and take transit.
4. Explore how land within the study area could be used to improve the area.
5. Design safe and efficient movement for all modes of transportation through any at-grade intersections that may be developed.
6. Improve connections to surrounding communities, key destinations, and pathways for people who walk and bike.

#### **The five technical elements developed and validated through Phase 2A were:**

1. Improve access, amenities, and travel time within the study area for people who take transit and carpool.
2. Change the role of Shaganappi Trail south of 16th Avenue N.W. to support local and community traffic on Bowness Road.
3. Change how the roads connect to draw the communities of Montgomery, Parkdale, and Point McKay together.
4. Realign Shaganappi Trail to reduce the footprint of the roadway and free land for other uses.
5. Provide easy access to all roads in the study area so emergency vehicles can get to their destinations efficiently.

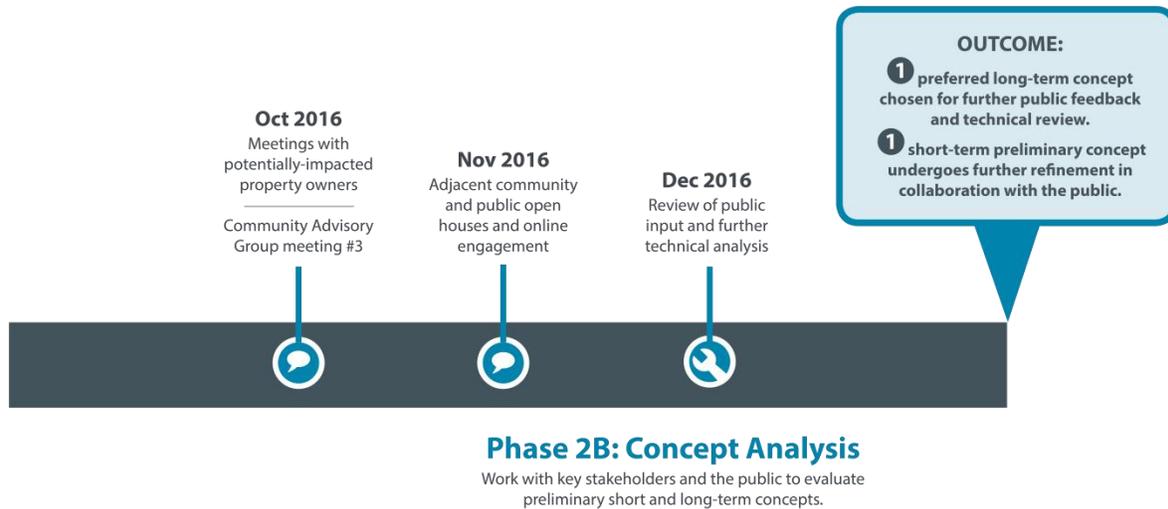
### **3.5 Key outcomes of Phase 2A**

The key outcomes of Phase 2A included:

1. The Community Advisory Group met for the second time.
2. The project team engaged with stakeholders and the public to develop design ideas for the study area.
3. The project team finalized the six design elements and five technical elements they would use to guide the development of preliminary concepts in Phase 2B.

### 3.6 Phase 2B: Overview

Phase 2B Concept Analysis involved the evaluation of four preliminary long-term concepts and one preliminary short-term concept. This phase included meetings with property owners who may have been potentially impacted by the preliminary concepts, as well as an open house, online engagement, and technical analysis that led to the identification of one preferred long-term concept and further evaluation of the preliminary short-term concept.



### 3.7 Phase 2B: Engagement activities – What we asked

#### Meetings with Potentially Impacted Property Owners

In line with the priority of developing relationships and thorough communications, at the beginning of Phase 2B the project team met with property owners along Montgomery View to introduce them to the four preliminary long-term concepts and confirm the impacts to their homes were understood. The meeting focused particularly on the East-West Couplet preliminary concept. This concept, if chosen, could lead to property acquisition along Montgomery View, an impact the project team wanted to alert property owners to. In addition to discussing and answering questions about the preliminary long-term concepts, the project team explained the planning process, including how a preferred concept would be chosen, and the process and timelines for implementation.

#### Community Advisory Group Meeting #3

The Community Advisory Group met on October 26, 2016 to review the four preliminary long-term concepts for the study area. The short-term preliminary concept was not presented at this meeting, as it was still in development. During this meeting, CAG members were asked to review the concepts in detail with a project team member and to provide feedback about the concepts. The group also offered feedback about the way in which preliminary concepts were

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being presented and offered suggestions for improvements prior to the next in-person and online engagement opportunities.

### Open Houses

Two open houses were held on November 23 and 24, 2016 to gather input on the preliminary concepts for the South Shaganappi Study. The first open house was for adjacent community residents of Montgomery, Parkdale and Point McKay and was attended by 31 people. The second open house was for all Calgarians and was attended by 37 people.

At the open house participants viewed display panels that presented the four preliminary long-term concepts:



- At-Grade Intersection concept
- Tight-Diamond Interchange concept
- Hybrid concept
- East-West Couplet concept

Participants were also presented with a no-build concept and a preliminary short-term concept for the study area.

Participants were provided with feedback forms and asked to evaluate the different concepts against the study's objectives and community themes. For the preliminary short-term concept, participants were asked to provide feedback on post-it notes about what benefits, challenges and changes they noted for the recommendations.

### Online engagement

In addition to the open houses, an online engagement opportunity was provided between November 24 and December 9, 2016. The online tool included the same information and requested the same feedback as the open house. There were 2465 unique visits to the online tool that generated a total of 272 comments on the concepts.

## 3.8 Phase 2B: What we heard

Through Phase 2B, stakeholders and the public identified benefits, challenges, and potential

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changes to each of the preliminary long-term concepts, the no-build concept, and short-term preliminary concept as follows:

Concept	Benefits	Challenges	Changes
At-Grade Intersections	<ol style="list-style-type: none"> <li>1. An expected lower cost for infrastructure;</li> <li>2. Potential future uses for land that is not used;</li> <li>3. Connections for people who walk and bike;</li> <li>4. A reduction in vehicle traffic speed and equal flow in all directions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Additional signalized intersections are generally viewed as negative;</li> <li>2. Additional signalized intersections contribute to slower commute times and less flow;</li> <li>3. Intersections may be intimidating for people who walk to cross.</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to look at possible infrastructure to enhance safety for people who walk and bike.</li> </ol>
Tight-Diamond Interchange	<ol style="list-style-type: none"> <li>1. Traffic flow on 16th Avenue because there are no signalized intersections;</li> <li>2. It is a safe and efficient concept for all modes</li> </ol>	<ol style="list-style-type: none"> <li>1. Higher cost of infrastructure;</li> <li>2. Increased number of signalized intersections on Shaganappi Trail;</li> <li>3. Connections for people who walk and bike;</li> <li>4. Preference to maintain an exit from 16th Avenue eastbound to Bowness Road.</li> </ol>	<ol style="list-style-type: none"> <li>1. Look at all possible options for Shaganappi Trail intersections, concern of congestion and reduced safety with two signalized intersections so close in proximity.</li> </ol>
East-West Couplet	<ol style="list-style-type: none"> <li>1. The concept is easy to understand for people who drive and provides some flow;</li> <li>2. Vehicle speeds are reduced by signalized intersections;</li> <li>3. There may be a lower infrastructure cost.</li> </ol>	<ol style="list-style-type: none"> <li>1. Too many signalized intersections leading to traffic congestion and lack of flow;</li> <li>2. Some impact to Montgomery property owners;</li> <li>3. There may be less land for potential future use.</li> </ol>	<ol style="list-style-type: none"> <li>1. Signalized intersections would have to be optimally timed to limit congestion.</li> </ol>
Hybrid	<ol style="list-style-type: none"> <li>1. Traffic flow for people who drive;</li> <li>2. Connections for people who walk and bike</li> </ol>	<ol style="list-style-type: none"> <li>1. Traffic flow for people who drive;</li> <li>2. Difficulty crossing 16th Avenue for people who walk and bike;</li> <li>3. Potential higher cost of infrastructure.</li> </ol>	<ol style="list-style-type: none"> <li>1. Explore additional safe infrastructure for crossings of 16th Avenue for people who walk and bike.</li> </ol>

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No-build	<ol style="list-style-type: none"> <li>1. Lowest cost option short-term;</li> <li>2. The current design is understood by frequent users.</li> </ol>	<ol style="list-style-type: none"> <li>1. There were many perspectives based on different uses.</li> </ol>	<ol style="list-style-type: none"> <li>1. There were many perspectives based on different uses.</li> </ol>
Short-term preliminary concept	<ol style="list-style-type: none"> <li>1. Removal of 16 Avenue westbound to Shaganappi Trail southbound;</li> <li>2. Attention and willingness to integrate connections for people who walk and bike.</li> </ol>	<ol style="list-style-type: none"> <li>1. May add traffic in Montgomery through Bowness Road;</li> <li>2. Addition of signalized intersections may reduce traffic flow;</li> <li>3. Clarity on the cost/benefit for short-term; is it worth it?</li> </ol>	<ol style="list-style-type: none"> <li>1. Information about the benefits and impact considerations of the 43rd Street and 16th Avenue signalized intersection;</li> <li>2. Look at optimal alignment for a safe merge from eastbound 16th Avenue to northbound Shaganappi Trail.</li> </ol>

With regards to the short-term preliminary concept, Community Advisory Group members and members of the Montgomery Community Association expressed concern that the concept could have significant impact on the amount of cut-through traffic being directed through the Montgomery community. In response, an additional engagement opportunity was added to Phase 3 to ensure CAG members and Montgomery Community Association members could meet with the project team to review the plans and suggest modifications as necessary (See Phase 3A in the following section of this report).

### Quotes from participants

**“Significantly less traffic on Bowness Road is a benefit.”**

**“This [tight-urban diamond] seems to be the best option at achieving the desired goals. Free flow 16th; reasonable access on/off Shaganappi; limited. Bowness traffic. Looks good!”**

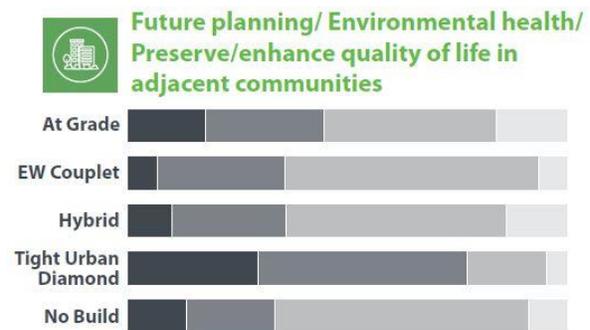
**“It seems to me that traffic at these intersections will back up significantly. As a cyclist I would feel less safe when drivers are impatient and urgent in making left turns.”**

### 3.9 Phase 2B: How we used the input

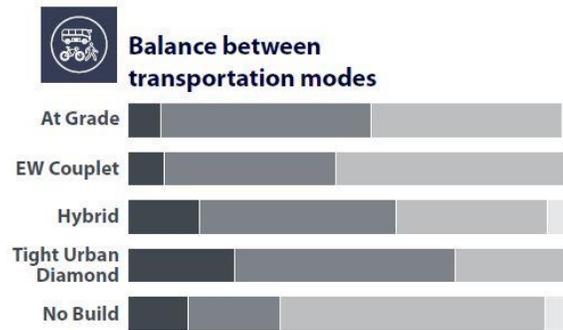
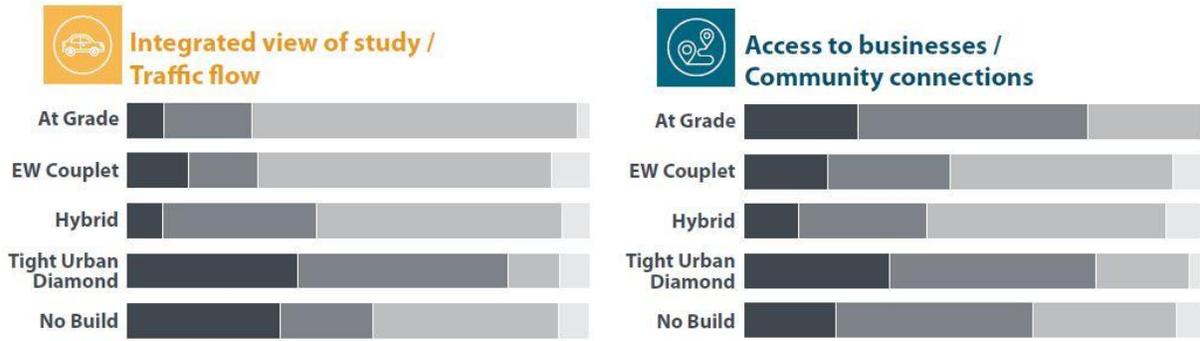
The input gathered through Phase 2B was used to identify the preferred long-term recommended plan. The evaluation of the five concepts (four preliminary concepts and the no-build concept) was done using a multiple accounts evaluation (MAE). The MAE included public input as one of the accounts.

#### Feedback on long-term preliminary concepts

Public evaluation of the different concepts identified the Tight-Urban Diamond concept as the preferred concept. The results below reflect the public's evaluation of the different concepts against community values and project objectives:



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Within the overall MAE, the Tight-Urban Diamond was also the highest ranked concept, and moved forward for final review and refinement in Phase 3B.



### Feedback on preliminary short-term concept

The preliminary short-term concept was identified as needing a detailed review in collaboration with specific stakeholders, and was moved forward for further engagement in Phase 3A.

### 3.10 Key outcomes of Phase 2B

The key outcomes of Phase 2B included:

1. The Community Advisory Group met for the third time to provide feedback on the four preliminary concepts.
2. The project team engaged with stakeholders and the public to gather feedback on four preliminary concepts, a no-build concept, and a short-term preliminary concept for the study area.
3. The project team identified the Tight-Urban Diamond concept as the preferred preliminary long-term concept.
4. The project team initiated additional engagement with the Montgomery Community Association and the Community Advisory Group to evaluate and modify the short-term preliminary concept to better meet community and stakeholder needs.

### 3.11 Lessons learned from Phases 2A & B

The project team took valuable communication and engagement lessons away from Phases 2A&B including:

**Bringing technical experts together with stakeholders and the public helps to create design options that are truly reflective of community needs and values.**

In the design idea workshops, transportation engineering staff was brought together with stakeholders and members of the public to develop potential designs for the study area. This process resulted in the creation of multiple design options for the study area. When compared against each other, the designs were revealing. Although each design was different, they all had common elements that attempted to deal with the same community needs and values in different ways. By identifying these common design elements, the project team was able to better understand the core needs and values of the community and ensure those were top of mind during the creation of the preliminary design concepts.

**Bringing technical experts together with stakeholders and the public can develop relationships and lead to improved communication about the project.**

In addition to ensuring the preliminary design concepts were reflective of community needs and values, the designs generated by the workshops were also helpful in understanding how to better communicate to the public about the project. The workshop designs revealed common technical elements that were missed by workshop participants during the design exercise, and

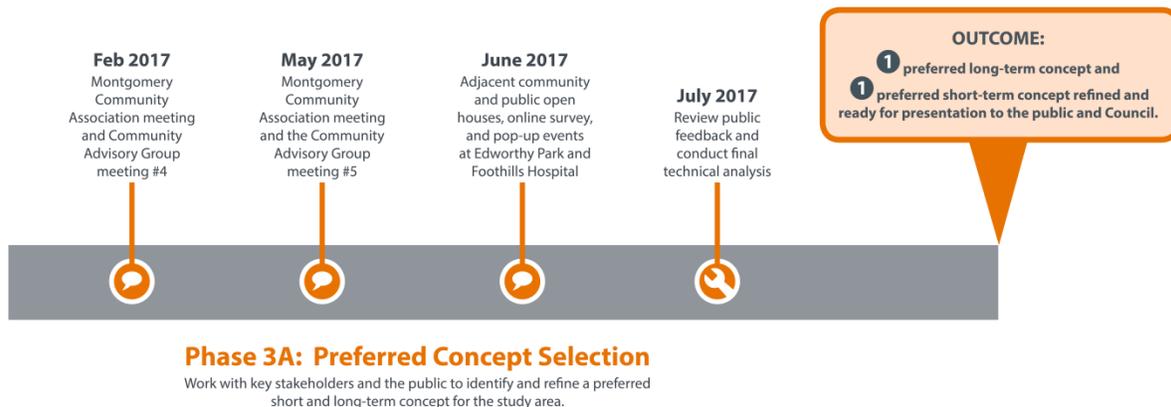
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those needed to be considered during the development of preliminary design concepts. It was clear that more effective communication about the technical needs of the project were needed. In response, the project team developed a list of technical elements and ensured these were included in Phase 2B communications. By identifying these technical elements, the project team was able to communicate back to the public about the key technical considerations that were also guiding design of the study area in a way that made sense to everyone.

## 4.0: Phase 3: 3A Preferred Concept Selection & 3B Preferred Concept Finalization

### 4.1 Phase 3A: Overview

Phase 3A Preferred Concept Selection involved presenting the preferred long-term concept to stakeholders and the public, and working with stakeholders to modify the preliminary short-term concept and shape it into a final preferred concept. Using the feedback provided through this phase, the technical team refined the preferred long-term and short-term concepts for final presentation to the public and Council in Phase 3B.



### 4.2 Phase 3A: Engagement activities – What we asked

#### Community Advisory Group Meeting #4 and Montgomery Community Association Meeting #1

The Montgomery Community Association met with the project team on March 1, 2017 for the first time to provide feedback on the preliminary short-term concept for the study area. The Community Advisory Group met on March 7, 2017 for the fourth time to also provide feedback on the preliminary short-term concept. These meetings were the result of concerns raised through Phase 2B about the impact of the short-term recommended plan on adjacent communities.

The short-term recommended plan was presented to the groups and existing problem areas were highlighted. Each modification being suggested was then presented and discussed individually. The groups were asked to provide feedback on each modification and to suggest any areas of concern the project team may have missed.



## Online Engagement

An online engagement opportunity was available on The City's Engage website at [engage.calgary.ca](http://engage.calgary.ca) from June 14 to July 4, 2017. It included the same information and requested the same input as the open house events. There were a total of 1515 public visits to the engage website with 42 public that contributed feedback.

## Community Pop-up Events

Two pop-up events were held, at Foothills Medical Centre and Edworthy Park, to capture input from hospital employees, patients and visitors, and those using the Bow River Pathway, Edworthy Park, and South Shaganappi parking lot. These events were held on June 26, 2017. A total of 94 people visited the pop-ups, and were provided with an overview of the draft recommended plans and directed to the online engagement to provide their input.

## 4.3 Phase 3A: What we heard

### Community Advisory Group and Montgomery Community Association Meetings

During the review of the proposed and revised preliminary short-term concept, the Montgomery Community Association and the Community Advisory Group discussed several key considerations including:

- The capacity of the design to handle traffic volumes at peak times
- Safety for people who walk and bike through the study area, using a variety of methods including sensors and raised crossings
- The mitigation of cut-through traffic in Montgomery
- The configuration of the intersection of 43rd Street and 16th Avenue to ensure safety for those who walk and bike through this area, and to maintain the safety of families utilizing the playground near this intersection

When reviewing the draft long-term recommended plan, the groups discussed considerations that included:

- Ensuring ramps from 16th Avenue will accommodate increases in traffic volumes
- Monitoring for future traffic growth and needs
- River bank stability

### Open House, Online Engagement, and Community Pop-up Events

The draft short- and long-term recommended plans generated comments regarding the impact of plans on residents and those who drive through and use the amenities and services in the area. In particular, participants noted considerations around:

- The impact of additional signals on traffic flow through the study area
- Ensuring plans provide easy access to communities and businesses from Bowness Road

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- The possibility that people who drive will use residential streets in the Montgomery community to bypass areas of congestion
- Ensuring plans provide easy connections for people who walk and bike through the study area

Participants noted a desire for more information on historical decisions about the study area (i.e. the removal of the bridge crossing), construction timing and potential impact to nearby residents, and some of the design decisions made within both the draft short- and long-term plans.

Regarding the three ideas for the design of 43rd street, the majority of participants who responded noted the 'right-out only' design had the most benefits. Benefits included the potential reduction in traffic volumes along 43rd Street and the fact that the design maintains bus routes and convenience of access to the area for residents

Generally participants provided positive feedback regarding the engagement process, including appreciation that the study has given the public an opportunity to comment on many elements and scenarios. Participants also noted they felt community feedback had been well integrated in the decision-making process.

### Quotes from participants

**"Instead of using button activated pedestrian lights, use non button, automatic lights. This way when a pedestrian or cyclist arrives after a light change, they won't have to wait until a whole cycle of light changes or be tempted to cross without a walk light."**

**"I live at the corner of Bowness Road and 43rd Street. The number of near misses with vehicles and pedestrians, cars driving around south turning vehicles without consideration for the high pedestrian and bicycle traffic has been a concern for the 17 years we have lived here."**

**"This plan works well and addresses the issues and preferences from locals at the workshops."**

**"Not sure that there is enough benefit from this [short-term] proposal to be worth the cost of construction."**

## 4.4 Phase 3A: How we used the input

The input gathered through Phase 3A was used to make refinements and finalize the short- and long-term recommended plans. The refinements arising from the feedback gathered in Phase 3A included:

- Identifying a suggested right-out-only modification at 43rd Street and Bowness Road to ensure safety for those who walk and bike through this area, and to maintain the safety of families utilizing the playground near this intersection (this modification to be considered as part of the Montgomery Main Streets - Bowness Road N.W. project)
- Adding infrastructure to support the safe movement of people who walk and bike through the study area (e.g. pedestrian overpasses, multi-use pathways etc.)
- Modifying ramp configurations to better accommodate future traffic volume growth
- Identifying potential future modifications to ensure traffic flow is maintained through the study area

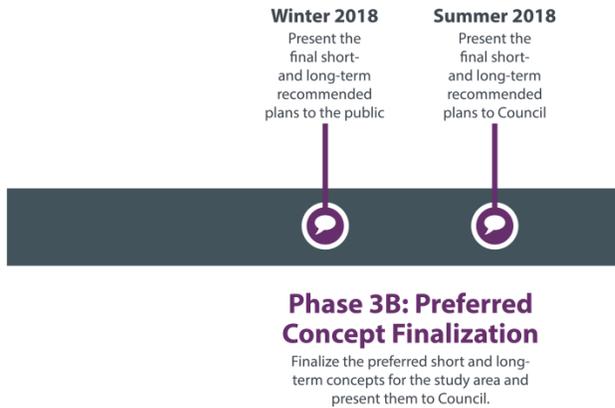
## 4.5 Key outcomes of Phase 3A

The key outcomes of Phase 3A included:

1. The Community Advisory Group met for the fourth and fifth time.
2. The Montgomery Community Association met with the project team twice.
3. The project team gathered feedback on the draft short- and long-term recommended plans from stakeholders and the public.
4. The project team refined and finalized the short- and long-term recommended plans for presentation to stakeholders and the public in Phase 3B.

## 4.6 Phase 3B: Overview

Phase 3B Preferred Concept Finalization involved completing final technical analysis and refinements, and presenting the final short- and long-term preferred concepts to the public and Council.



## 4.7 Phase 3B Engagement activities – What we asked

### Community Advisory Group Meeting #6 and Montgomery Community Association Meeting #3

At these meetings members reviewed and asked questions about the final short- and long-term recommended plans. The groups particularly focused on the most recent changes to the plans, including improved accommodations for people who walk and bike, as well as adjustments to ensure future traffic volumes are accommodated.

Members also reviewed the engagement process for the study and were introduced to the related projects that are overlapping with or occurring close to the South Shaganappi Study.

### Information Session Overview & Montgomery Main Streets Open House

The information session introduced participants to the final recommended short- and long-term plans. Participants at the information session were asked to review the final short- and long-term recommended plans and ask questions of the project team. They were also asked to comment on the success of the information session and the overall engagement process for the study.

As an extension of the information session, the project team also attended the Montgomery Main Streets open house, introducing



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participants to the final recommended short- and long-term plans and inviting them to ask questions of the project team.

### 4.8 Phase 3B: What we heard

#### Montgomery Community Association Meeting and Community Advisory Group Meetings

These groups noted a few considerations for the short- and long-term recommended plans moving forward, including:

Short-term considerations:

- Ensuring crossings for people who walk and bike through study area are safe and easy to use
- Discouraging cut-through traffic with the design
- Installing pedestrian-scale lighting along the multi-use pathways
- Providing better drainage along the pathway at the south side of 16 Avenue

Long-term considerations:

- Ensuring easy movement for all modes through the study area
- Plans for land repurposing
- Ensuring that the design of the study area is built to be human-scale, safe, and walkable, and that it helps create community connections

#### Information Session & Montgomery Main Streets Open House

Feedback from respondents at the information session generally felt that the session provided clear information and that staff was able to answer their questions. The majority of participants felt they could see public input reflected in both the short and long-term recommended plans.

Other suggestions for future improvements to the engagement process included:

- Extending the time the information session was open and/or adding an additional date to give people more opportunities to participate
- Providing a digital rendering of the plans to allow people to experience it in 3D
- Providing information about how the plans go from the final recommended plan to final engineering design

#### Quotes from participants

**“Thanks for giving residents of this community an opportunity for input! Always remember we live here and have to live with these changes.”**

**“There needs to be increased parking for car-bike commutes from the west and north communities, especially with the water plant taking up space.”**

**“Traffic lights controlling access off ramp from Parkdale Blvd west bound onto 16th Ave westbound are of questionable value.”**

## 4.9 Phase 3B: How we used the input

The input gathered through Phase 3B will be used to inform future engagement activities and where relevant, will be provided to other City of Calgary project teams working in and around the South Shaganappi study area. The information gathered will also be kept on file with the City of Calgary to inform the implementation of the recommended short- and long-term plans in the future.

## 4.10 Key outcomes of Phase 3B

The key outcomes of Phase 3B included:

1. The Community Advisory Group met for the final time.
2. The Montgomery Community Association met with the project team for the final time.
3. The project team presented the final recommended short- and long-term plans to stakeholders and the public.

## 5.0 Communications Strategies and Tactics

The communications strategy for the study focused on supporting the phased engagement approach. Tactics were designed to create awareness and understanding of the project, and to encourage participation in engagement activities. Communications focused on three main strategies:

### 1) Provide clear information about the study

Ensuring that stakeholders and the public had a clear understanding of the project was central to the communications strategy, because accurate information is the basis of meaningful engagement. This strategy included providing information such as the project background, goals, and objectives, and developing materials that met specific stakeholder needs. For example, a related projects map and information sheet.

Several tactics supported this strategy, including:

- **A project webpage and a project page on the Engage! platform** that provided clear and concise project information as well as ongoing information about engagement activities and outcomes
- **Project information sheets** including a general project information sheet, and a map providing information on related projects happening close to the study area
- **Engagement display boards** that were used at engagement events and posted online to explain the project, the engagement process, and to convey technical information about the study and concept development
- **A project email address and the 311 information line** were used to ensure that people could contact the project team or ask questions at any time throughout the study

### 2) Create a clear line of site between public input and the outcomes of each phase

Public input played a central role in the South Shaganappi Study, and significantly influenced the outcome of each phase. For this reason communications focused on ensuring that stakeholders and the public could clearly see where and how their input was being used.

Several tactics supported this strategy, including:

- **Project timeline infographics** that showed how and where public input and technical analysis were working together to produce outcomes and move the study towards preferred short- and long-term concepts
- **Icons and charts** that helped to clearly explain the benefits and challenges of different preliminary concepts using community-identified priorities
- **If-not-why-not explanations** that identified key community ideas that would not move forward in the study, and why the ideas would not be used

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- **What We Heard reports** to provide comprehensive reports on the input that was provided, including summaries of input and verbatim recordings of the feedback provided

### 3) Widely promote public engagement opportunities

Another important communications strategy was to ensure that engagement opportunities were widely promoted in the adjacent communities and beyond. In some cases this involved staff going out into the community to inform and engage people directly.

Several tactics supported this strategy, including

- **Hand-delivered postcards** to businesses in adjacent communities to create awareness of the project and promote the first open house event.
- **Postcards mailed to adjacent communities** to invite residents to attend adjacent-community-only events including the design idea workshops in Phase 2A, and the open houses in Phases 2B and 3A.
- **Signs in adjacent and surrounding communities** including Bold Signs in key locations and A-frame signage in Edworthy Park to promote public engagement events.
- **Community association newsletters** for communities near the study area were used to disseminate information about upcoming engagement events and encourage participation.
- **Emails to stakeholders and members of the public** who signed up for project updates provided information about upcoming events and encouraged participation.
- **Social media posts** including Facebook and Twitter posts on The City of Calgary's channels promoted event dates and times.
- **Website updates** ensured that the latest information about engagement opportunities were available to all Calgarians.

Combined together these strategies and tactics provided a strong support for engagement processes by ensuring that stakeholders and the public were well informed about the project, could clearly see how they were influencing the process and its outcomes, and understood exactly how and where they could be involved.