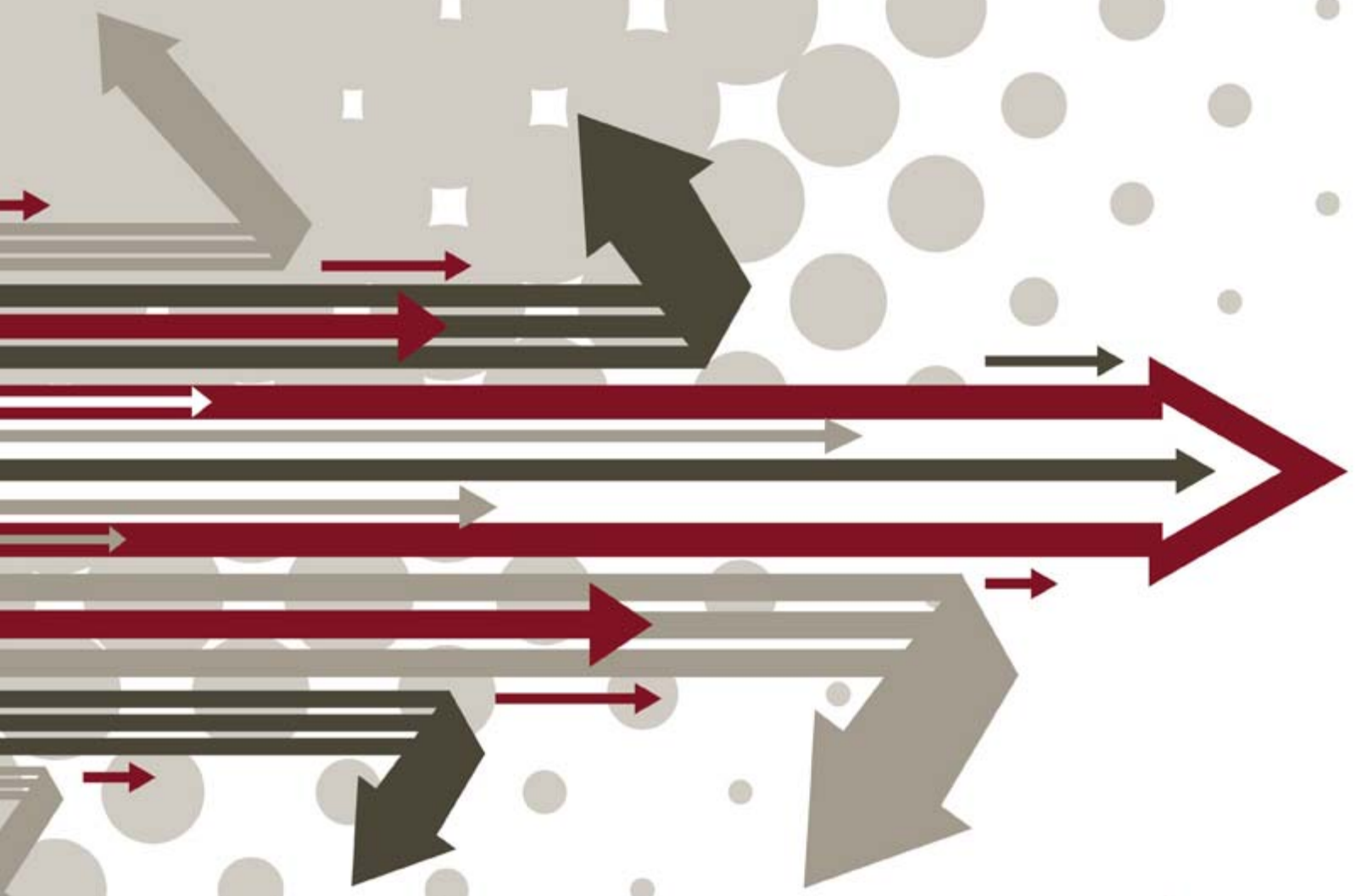




# PUBLIC ENGAGEMENT PLAN



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## EXECUTIVE SUMMARY

This public engagement strategy for the next phase of the West LRT Project was developed through a collaborative process between community representatives and City of Calgary Administration.

The process to develop this Public Engagement Plan (Plan) began with a Community Summit, held 2008 June 21. Citizens were asked to bring forward issues important to them, related to the West LRT Project. The list of items created at the Summit formed the basis for the Issues List found later in this document.

Following the Community Summit, a call was issued to more than 250 contact names in the West LRT Project database, asking for Expressions of Interest in working on a committee to develop the public engagement process for the project.

The Public Engagement Planning Committee<sup>1</sup> was formed and the citizen representatives worked in collaboration with City Administration to develop the stakeholders and issues lists, two of the key elements of this Plan. After reviewing technical elements of the project with the project technical team, committee members recommended the desired level of engagement for each of the elements.

Open and frank discussions between committee members and the project technical team usually resulted in agreeing on a level of engagement on issues that matter to communities. Where committee members expressed interest in being involved to a greater degree than was initially proposed, the project technical team considered the suggestions and moved to higher levels of engagement wherever possible.

In some cases, the public expectations for involvement remained high even though opportunities to affect change are deemed limited due to a variety of constraints. Participants in the process have been advised that seeking greater levels of involvement where there is no opportunity for the input to be considered is not recommended for purposes of this engagement plan, or any engagement strategy.

This Public Engagement Plan is based on the City's *engage!* Policy and Framework.<sup>2</sup> It is our opinion that members of the public who were involved in this process understand the purpose of the *Engage Spectrum of Strategies and Promises*, and are supportive of the levels of engagement as defined in this Plan.

It is with the support of the members of the Public Engagement Planning Committee that this Plan is presented to the Standing Policy Committee on Land Use, Planning & Transportation for information. It is the commitment of the West LRT communications team to honour the details of the plan, and to engage stakeholders as laid out in this document.

We wish to thank the nine citizens and two Aldermanic Assistants who met with us over the course of several weeks and assisted in developing critical information for this Plan. Their time commitment and thoughtful input have been essential components of this process.

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<sup>1</sup> See Page 6 – Public Engagement Planning Committee

<sup>2</sup> Appendix A – City of Calgary *engage!* Policy

## 1.0 PUBLIC ENGAGEMENT PLAN – PROCESS

- On June 9, 2008 City Council approved a motion related to the West LRT Project and specific to the development of a public engagement strategy for the project:

*Direct Administration in consultation with the area Aldermen and the community, to report back to the SPC on Land Use, Planning & Transportation by September 2008 with a comprehensive citizen engagement and communications plan and proposed budget.*

- The planning process began on June 21 with a Community Summit<sup>3</sup> where more than 60 people attended to provide initial input for the public engagement planning process.
- Nine citizens were chosen for the West LRT Public Engagement Planning Committee.
- Four meetings were held with the Committee to develop certain aspects of the Plan to a more detailed level.<sup>4</sup>
- The West LRT Public Engagement Plan (September 2008 to April 2009) will be presented to SPC on Land Use, Planning & Transportation at the 2008 September 17 meeting and implementation of the strategies contained herein will begin immediately.

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<sup>3</sup> Appendix B – “What Was Said” Report

<sup>4</sup> See page 5 – Public Engagement Planning Committee

## Public Engagement Planning Committee<sup>5</sup>

<p><b>West LRT Project Office Communications Team</b></p> <p>Gale Simpson, Communications Manager Christian Cormier, Communications Strategist Ryan Murray, Communications Advisor</p>	<p><b>West LRT Public Engagement Planning Committee</b></p> <p><u>Zone 1 – 11 Street to 33 Street S.W.</u> Jane Beddoe, Sunalta (west of Crowchild Trail) David Winkler, Sunalta David Wilson, Shaganappi</p> <p><u>Zone 2 – 33 Street to Sarcee Trail S.W.</u> Veronika Duska, Glendale Karen Reno, Rosscarrock Glenn Webber, Westgate</p> <p><u>Zone 3 – Sarcee Trail to 69 Street S.W.</u> John Lee, Christie Park Andy Kneubuhler, Strathcona Marie Trottier, Christie Park</p> <p><u>Ward 6</u> Adele Zanutig</p> <p><u>Ward 8</u> Will Broome</p>
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- A call was made to more than 250 citizens who are in the West LRT database for *Expressions of Interest* to join the Public Engagement Planning Committee
- From 28 Expressions of Interest received, nine citizens representing all three Zones were chosen for the committee.
- Over the course of four meetings, the West LRT Public Engagement Planning Committee discussions focused on three items:
  - Identify a comprehensive list of stakeholders
  - Identify the issues (items to be engaged upon in the forthcoming process)
  - Prioritize the issues and allocate the appropriate levels of engagement

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<sup>5</sup> Appendix C - Terms of Reference

## 2.0 BACKGROUND

- A new light rail transit line to serve communities west of downtown Calgary was identified through a series of studies as Calgary Transit's highest priority and the West LRT Land Use Study was amended.
- In November 2007, City Council approved the funding to proceed with construction of the West LRT.
- The first six months of 2008 were spent on a technical review of several alignment alternatives. (Details of the public consultation activities for that time period are found in Appendix D.)
- The West LRT line is a multi-year project which started in 2008 and is scheduled to be complete in late 2012.
- A key component to a successful West LRT Project is an effective and integrated public engagement strategy that will provide opportunities for collaboration wherever possible.
- This public engagement plan and the process it outlines has the support of key community stakeholders who have collaborated with West LRT project staff in its development.

## 3.0 SITUATIONAL ANALYSIS

- Since early 2008, this project has received substantial negative feedback from many citizens and the media, related predominantly to the track alignment and the limited opportunity for public input on the West LRT alignment issue.
- Other frequently mentioned issues include: lack of transparency and poor communication. Citizens want to have easy access to clear and understandable project information and are expecting to have that information available to them in a variety of ways.
- Many citizens feel there has not been sufficient opportunity to engage with project decision makers on items of importance to the values they hold for sustainable communities.
- These issues led to a diminished level of trust between City Administration and project stakeholders.
- Citizens adjacent to the alignment and within the service area have an expectation to be involved in the project in meaningful ways.
- Key project stakeholders have been engaged in a collaborative process to develop this public engagement plan. They have come to the process in good faith and have demonstrated their desire to improve not only the process for this project, but also, to improve relations.
- Citizens view this as a City project and don't separate it into the various components, i.e. Land Use Planning & Policy (Sunalta ARP / Transit Oriented Development) and Calgary Transit (changes to bus services), etc. An integrated

strategy would be beneficial to everyone concerned.

- This project is located in Wards 6 & 8. Both Aldermen are supportive of involving citizens to the greatest extent possible during this project.

#### 4.0 PUBLIC ENGAGEMENT GOALS

- The public engagement process is intended to build positive community relations and support for the project with the surrounding stakeholders.
- The overall goal of this public engagement plan is to provide meaningful opportunities for citizens to be involved in the development of the project.
- The public engagement process supports the overall project's timeline and budget.

#### 5.0 GUIDING PRINCIPLES

- This public engagement plan is guided by the principles of The City of Calgary's *engage!* Policy<sup>6</sup>.
- The strategies outlined will provide opportunities for the public to be engaged at various levels on the *engage!* Spectrum. The proposed format has been matched to the appropriate level of engagement as outlined in the Spectrum of Strategies and Promises<sup>7</sup>.
- The five engage Cornerstones – Accountability, Inclusiveness, Transparency, Commitment and Responsiveness will be adhered to throughout the process.
- The West LRT project team has worked with key stakeholders to identify as many engagement opportunities as possible where stakeholders can be involved to a greater degree.
- Whenever possible, the public engagement strategy will address issues that arise as part of the development of the project and will be flexible enough to respond to the changing needs and expectations of citizens, as well as the project technical team.
- Should a particular issue warrant a different level of engagement than what was initially agreed, stakeholders and West LRT Staff can reevaluate the level of engagement accordingly during the process.
- All efforts will be made to provide Information that is accurate and easy to understand through a variety of methods, ensuring the public is offered meaningful opportunities for input.

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<sup>6</sup> Appendix A – City of Calgary *engage!* Policy

<sup>7</sup> Appendix A - Spectrum of Strategies & Promises

## 6.0 SCOPE OF THE ENGAGEMENT PROCESS

- The technical requirements for the project are to undertake the engineering pre-design for approximately 8 km of track, six stations, Park 'N Ride facilities (where applicable) and an interchange at 17 Avenue and Sarcee Trail SW.
- A public engagement process will be conducted concurrently with the engineering pre-design and the public will be engaged on identified items to a level appropriate to the ability to incorporate the input.<sup>8</sup>
- The outcomes from the public engagement will be an important part of the documentation being prepared by the technical team as part of the Request for Proposals (RFP) for Design-Build process.
- The scope of work is organized into two consecutive components:
  - Stage 1 – September to December 2008 – input on items related to the RFP for Design-Build such as station, station surroundings, traffic and detours (Complete list in Appendix J)
  - Stage 2 – January to April 2009 – input on items excluded from the RFP for Design-Build such as urban design, landscaping, transit integration & bus routes, skate parks, civil infrastructure aesthetic enhancements (i.e. bridges, pathways outside site), etc (Complete list in Appendix J)
- The public engagement process will provide an opportunity for a Community Advocate to act as a technical liaison with communities during the public engagement process. The criteria for this position will be generated in collaboration with community representatives.<sup>9</sup>
- Other related public engagement programs will run simultaneously to this pre-design public engagement, i.e. the Sunalta ARP, the West LRT Land Use Study, and the Westbrook Transit Oriented Development (TOD).<sup>10</sup>
- The communication strategy related to the relocation of the Ernest Manning School will be managed by the Calgary Board of Education.<sup>11</sup>
- The public engagement process to redesign transit service along the West LRT will be coordinated by Calgary Transit.<sup>12</sup>
- On June 9, 2008, through Report LPT2008-30 recommendation #5, City Council directed City Administration to conduct a coordinated design review of the West LRT alignment from 47 Street S.W. to Sirocco Drive S.W. and the 17 Avenue/Sarcee Trail interchange. As part of this design review, the West LRT Office hosted two public information sessions on July 22 and August 7, 2008.<sup>13</sup>

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<sup>8</sup> Appendix A – Spectrum of Strategies & Promises

<sup>9</sup> Details to be developed

<sup>10</sup> Appendix E – Public Engagement Outline

<sup>11</sup> Appendix F - Ernest Manning School Relocation

<sup>12</sup> Appendix G - Public Engagement Overview

<sup>13</sup> Appendix L - Sarcee Trail/17 Avenue Interchange

## 7.0 WEST LRT STAKEHOLDERS

- Stakeholders are defined as individuals, groups or organizations with an interest in, or who may potentially be impacted by the West LRT Project.
- We recognize that not all stakeholders will expect to be engaged to the same degree. Therefore, a variety of opportunities will be made available to allow stakeholders to receive information and provide feedback to suit their needs.
- A list of stakeholders has been identified in collaboration with the Public Engagement Planning Committee (See Appendix H). The names of the Community Associations identified in the list were taken from the Federation of Calgary Communities' website.
- While some of the stakeholders may have an interest in a specific area or Zone\* of the West LRT Project, others have been identified as having a broader or more general interest in the overall Project. The following list contains individuals, groups and organizations whose interests in the project are beyond one area or Zone.
- Any stakeholder(s) who are not included in either list may be added by contacting the West LRT Office at [info@westlrt.ca](mailto:info@westlrt.ca) or 403-268-3777.

### Stakeholders – Common to All Zones

EXTERNAL – MEMBERS OF THE PUBLIC	INTERNAL - CITY
<ul style="list-style-type: none"> <li>• Adjacent residents and businesses</li> <li>• Transit users</li> <li>• Youth and children</li> <li>• Seniors</li> <li>• Immigrants</li> <li>• Federally &amp; Provincially elected members</li> <li>• Federation of Calgary Communities</li> <li>• Community Associations</li> <li>• Commuters – Road Users</li> <li>• Academic Institutes within the Project area               <ul style="list-style-type: none"> <li>- Private, Independent, and Post-secondary</li> </ul> </li> <li>• Calgary Board of Education</li> <li>• Calgary Catholic School District Board</li> <li>• Canadian Pacific Railway</li> <li>• Churches, Temples, Mosques, Synagogues</li> <li>• School bus companies</li> </ul>	<ul style="list-style-type: none"> <li>• Members of Council</li> <li>• City technical experts, including planners, urban designers, architects, a range of related City Business Units, i.e. Community Neighbourhood Services (southwest)</li> <li>• Access Calgary</li> <li>• Calgary Housing Company</li> <li>• Plan It Calgary</li> <li>• Calgary Transit</li> <li>• Tri-Services (Police, Fire, EMS)</li> </ul>

\* The West LRT Project has been divided into three Zones:  
 Zone 1 – 11 Street SW to 33 Street SW  
 Zone 2 – 33 Street SW to Sarcee Trail  
 Zone 3 – Sarcee Trail to 69 Street SW

## 8.0 ISSUES LIST

- One of the most important aspects of this Public Engagement Plan is the identification of key elements related to the project where opportunities exist for public input.
- The Public Engagement Planning Committee in collaboration with West LRT Project staff reviewed and discussed project items in an effort to determine the amount of emphasis to place on each for the levels of engagement.
- The process used to identify the items of opportunity was interactive. It began with a list of technical items related to the project, and through definition and discussion, levels of engagement were proposed for each item.
- Four of five levels (as per the Spectrum of Strategies and Promises) have been assigned to the list of issues – including: *Inform, Listen & Learn, Consult* and *Collaborate*.
- The issues have been categorized into five groups and are found in the box below.
- The Issues List can be found in Appendix I and the engagement levels associated with the issues are found in Appendix J.

### ISSUE CATEGORIES -

- ❖ **Track and Rail Systems** - including rail profile, rail crossings and rail signals
- ❖ **Stations** - including canopy, platform location and configuration, passenger safety and crime
- ❖ **Station Surroundings** – including bus and pedestrian access, park-and-ride and landscaping
- ❖ **Traffic and Detours** – including road intersection design, pedestrian and cyclist crossings, road crossings, road closures, detour requirements, and construction staging
- ❖ **Non Design-Build** such as transit integration and bus routes, noise walls, civil infrastructure excluded from the alignment such as portals, bridges and tunnels, landscaping, urban design and community parking

## 9.0 ENGAGEMENT PROCESS

- The public engagement process associated with the engineering pre-design is divided into two consecutive components:
  - Stage 1 – September to December 2008 – input on items to be included in the RFP for Design-Build such as station, station surroundings, traffic and detours (Complete list in Appendix J)
  - Stage 2 – January to April 2009 – input on items excluded from the RFP for Design-Build such as urban design, landscaping, transit integration & bus routes, skate parks, civil infrastructure aesthetic enhancements (i.e. bridges, pathways outside site), etc (Complete list in Appendix J)
- While some of the elements are common for each of the Stations, many of the elements are specific to the various station locations.
- In order to be able to discuss the specific nature of each station area, community advisory committees (“Committee”)<sup>14</sup> are the technique of choice for the discussions related specifically to each station area.
- Five Committees will be struck for the six Stations as follows:
  - 16 Street S.W.
  - 26 Street S.W.
  - Westbrook
  - 45 Street S.W.
  - Sirocco & 69 Street S.W.
- Five committee meetings are anticipated for Stage 1 and four for Stage 2.
- An initial large format workshop-style meeting will begin the Stage 1 process in mid-September 2008.
- A Public Open House will be held in early December 2008 to present the results of the Committee’s discussions and get input from the wider public.
- Flexibility is critical to the success of the engagement process, and if necessary, the schedule may be revised. However, it must be noted that the community engagement for elements related to the Design-Build process must be completed by December 2008 and the schedule of meetings must be cognizant of that timing.
- Suggested changes to the meeting schedule will be discussed with Committee members directly and, adjustments to the schedule will be considered.
- During Stage 1, three simultaneous public engagement processes will be conducted. They include: the Sunalta ARP and Westbrook Transit Oriented Development (TOD)<sup>15</sup> and Calgary Transit bus routes realignment<sup>16</sup>.

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<sup>14</sup> Appendix K – Community Advisory Committees

<sup>15</sup> Appendix E – Public Engagement Outline

<sup>16</sup> Appendix G – Public Engagement Outline

## 10.0 STATION COMMITTEE MEETINGS TIMELINE & WORKFLOW

<b>Stage 1 Meetings</b>	
<b>2008</b>	
September 20	<p><u>Introduction Meeting – Single day (Saturday) – Est. 5 hours</u> Large format workshop-style meeting including interested stakeholders for entire project</p> <p>Provide West LRT baseline information to a wide range of stakeholders. Topics to include: Track &amp; Rail Systems Station Design general Sound attenuation Traffic and parking Detours Transit Oriented Development Calgary Transit bus routing</p>
October 1 – 10	<p><u>Individual Station Committee Meetings – 4 meetings x 3 hours – Est. 12 hours</u> Station Design Park and Ride design (where applicable) Platform configuration Accessibility – bus, pedestrian, cyclist Passenger safety, security and crime prevention</p>
October 20 – 29	<p><u>Individual Station Committee Meetings – 4 meetings x 3 hours – Est. 12 hours</u> Sound Attenuation Traffic Management – changes to traffic, parking Construction staging / Detours Visual impacts and mitigation – landscaping, elevated guideway</p>
November 12 – 20	<p><u>Individual Station Committee Meetings – 4 meetings x 3 hours – Est. 12 hours</u> Station Design Concepts Park and Ride concepts (where applicable) Traffic Management – changes to traffic, parking Construction staging / Detours Other items for final wrap up</p>
November 22	<p><u>Large Format Meeting – Single Meeting – Est. 4 hours</u> Provide opportunity for individual Station Committees to view results of all discussions Final input</p>
December 2 & 4	<p><u>Open Houses – 2 meetings X 3 hours – Est. 6 hours</u> Open to all citizens, Display materials to include: Concepts for the Stations Concepts for Transit Oriented Development Concepts for Sunalta ARP</p>

<b>Stage 2 Meetings</b>	
<b>2009</b>	
January 17	<u>Introduction Meeting – Single Meeting – 3 hours</u> Large format workshop-style meeting including interested stakeholders for entire project Urban design, amenities and aesthetics
January 31	<u>Youth Summit – Single Meeting – 3 hours</u> Provide opportunity for skate board park users to give input on design of new skate park and revisions to existing park
February 9 – 15	<u>Individual Station Committee Meetings – 4 meetings x 3 hours – Est. 12 hours</u> Urban design, amenities and aesthetics – concepts and details Receive information on Youth Summit
March 4 – 10	<u>Individual Station Committee Meetings – 4 meetings x 3 hours Est. 12 hours</u> Urban design, final concepts
March 24 & 26	<u>Open Houses</u> Open to all citizens. Display materials on urban design concepts.

## 11.0 COMMUNICATIONS

- The West LRT Project team has placed a high priority on open and effective communication. A variety of communication tactics will be used in order to maximize the reach of project related information to those who have an interest in staying informed.
- Given the importance of meaningful engagement of stakeholders, the West LRT Staff will employ a variety of techniques to achieve objectives at four levels on the Spectrum of Strategies & Promises – *Inform, Listen & Learn, Consult* and *Collaborate* levels.
- Whenever possible and appropriate, West LRT Staff will use the following tactics to disseminate information to, and get input from, stakeholders:
  - a. The West LRT Website will be the number one source for information. It is the easiest and most accessible means of project updates, including the public engagement process, and all other related information to all Calgarians. It will also represent the project to people outside of Calgary who may be interested in transportation-related projects.
  - b. Meeting Notes of public meetings will be distributed to Committee Members and posted on the West LRT website;
  - c. eNewsletters will be regularly sent to stakeholders and citizens who have subscribed through the West LRT website;
  - d. Web 2.0 and Social Media tools will be used whenever appropriate and

- possible;
  - e. Media relations will be conducted throughout the process to keep stakeholders and citizens informed;
  - f. Information will also be provided through other media such as newspaper advertisements, newsletters, mail-outs and hand-outs at public meetings to reach stakeholders and citizens.
- Whenever possible and appropriate, Committee Members will report back, verbally or in writing, to their respective community, including their Community Association, on the progress of work being undertaken in the engagement process and recommendations being made.

## 12. PROCESS EVALUATION

- Evaluation will be done on an on-going basis and upon completion of the project.
- The following evaluation activities are recommended:
  - Feedback forms from stakeholders on the engagement activities and effectiveness of the process;
  - Tracking participants' level of participating in meetings, etc.;
  - Media monitoring;
  - Focus groups testing (time and budget allowing).
- The evaluation criteria will include the following:
  - Are the stakeholders' comments and feedback positive?
  - Is the participation level high?
  - Does the engagement process appropriately address the identified issues?
  - Does the engagement process improve the communication between the City and the Stakeholders?
  - Is the overall tone of the media coverage positive?
- Upon completion of the various evaluation activities, the West LRT Staff will compile an evaluation report. This report may be used to adjust the engagement plan and ensure the engagement process is effective.

## 13. BUDGET

- The budget for the West LRT Public Engagement Plan (September 2008 to April 2009) is outlined as follows:

<b>ITEM</b>	<b>AMOUNT</b>
Staffing	\$400,000
Meeting & Facilities Costs	\$80,000
Presentation Materials	\$165,000
Communications Materials	\$265,000
Advertising	\$30,000
<b>TOTAL BUDGET</b>	<b>\$940,000</b>

## **Appendix A**

### **City of Calgary *engage!* Policy Spectrum of Strategies and Promises**

## **COUNCIL POLICY**

**Policy Title:** *engage!* Policy  
**Policy Number:** FCS002  
**Report Number:** OE2003-40  
**Approved by:** Council  
**Effective Date:** 2003 May 28th  
**Business Unit:** Customer Service and Communications

## **BACKGROUND**

The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups where appropriate. The development of an engagement policy provides a foundation that ensures that there is a consistent and effective approach to stakeholder engagement across the Corporation.

The Citizen Engagement Project (CEP) was initiated by City Council in 2001 to improve the effectiveness of the City's engagement activities. A review of international best practices in stakeholder engagement was completed. As well, more than four hundred stakeholders including City Council, Administration and the public were consulted in the development of the Engage Policy.

## **PURPOSE**

The Engage Policy provides the guidelines for the development of engagement processes for stakeholders, both external and internal.

The Engage Policy achieves the following:

- aligns with City Council priorities
- supports City Council's decision-making by providing information on stakeholders' opinions
- ensures consistent and clear practices
- ensures an appropriate level of engagement
- enhances the City of Calgary's reputation as an organization that listens to citizens and employees

The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups where appropriate, and is committed to transparent and inclusive processes that are responsive and accountable, and within the Corporation's ability to finance and resource.

The City of Calgary assigns a high priority to appropriately informing and involving citizens and other stakeholders early on and throughout the process, where the decision(s) impact their lives.

The City of Calgary assigns a high priority to informing and involving employees, and seeks to continuously improve internal relations throughout the Corporation by providing opportunities for staff to be engaged where appropriate on the Corporate decisions that impact their jobs and work life.

The Engage Policy is aligned with the Corporate Values, which are:

- Be honest and tell the truth;
- Pursue excellence;
- Be accountable;
- Be responsive, compassionate, and fair; and

- Treat others with respect.

### ***engage!* CORNERSTONES & GUIDING PRINCIPLES**

This policy incorporates 5 "Cornerstones" which are the principles for guiding action:

1. *Accountability* – The City will be accountable for acting in accordance with the commitments it makes to the stakeholders and will demonstrate that results and outcomes are consistent with promises it makes, while remaining responsible to the citizens of Calgary.

- The process will be measured for consistency with the promises made to citizens.
- The process will be evaluated and the results communicated.
- Outcomes of the process will be measured.
- Design and implementation of the process and appropriate use of resources will be the responsibility of the assigned project leader(s).

2. *Inclusiveness* – The City will make its best efforts to reach, involve and hear from all of those who are affected directly and indirectly.

- Best efforts will be made to accommodate diverse needs, backgrounds, and challenges.
- Opportunities will be provided to create shared visions embraced by diverse interests.

3. *Transparency* – The City will provide clear, timely and complete information, and will endeavour to ensure decision processes, procedures, and constraints are understood and followed.

- The promise, purpose and limitations on engaging stakeholders will be made clear and understandable.
- The roles and responsibilities of all parties will be clearly communicated, understood and accepted.
- Feedback will be provided on what stakeholders said and how their input was considered by the decision makers.

4. *Commitment* – The City, within its ability and work plans, will allocate available resources for effective engagement.

- Resources are to be applied appropriately to achieve an understanding of the key issues.
- Staff will be trained and capable in supporting effective engagement.
- Stakeholder time and resources will be respected and used effectively.

5. *Responsiveness* – The City of Calgary will be responsive, accessible and endeavour to understand citizen and other stakeholders' concerns.

- Efforts will be made to inform affected stakeholders of the issues.
- The Corporation will be prepared for, and responsive to, the views of stakeholders.
- Stakeholders will be given resources so they can help resolve community issues/problems.

**SPECTRUM OF STRATEGIES & PROMISES**

This policy includes a spectrum of five strategies and associated promises related to reaching and involving citizens and other stakeholders, and external and internal stakeholder groups in specific engagement initiatives regarding planning, policy, and projects. Whenever The City embarks on an engagement process, the purpose of the engagement and the ‘promise’ will be clarified at the beginning of the process.

	<b>The Strategy</b>	<b>The Promise</b>
<b>Inform:</b>	To provide information that will assist stakeholders in understanding issues, problems, alternatives and / or solutions.	We will endeavour to provide information that is timely, accurate, balanced, objective, easily understood, and highly accessible. We will respond to questions for clarification.
<b>Listen &amp; Learn:</b>	Both stakeholders and The City listen to and learn about each others’ views, plans, concerns, and expectations.	We will listen to stakeholders and learn about their plans, views, issues, concerns and expectations.
<b>Consult:</b>	Stakeholders feedback is obtained through consultation to analyze issues and build alternatives, and thereby make contributions to the decision making process. Consulting with stakeholders ensures issues and concerns are understood and considered.	We will consult with stakeholders to obtain feedback and ensure their input is considered and incorporated to the maximum extent possible. We undertake to advise how consultation affected the decisions and outcomes.
<b>Collaborate:</b>	Stakeholders are considered partners in the decision making process, including collaboration on analyzing issues, building alternatives, identifying a preferred solution, and making recommendations.	We will partner with stakeholders in a process that results in joint recommendations. We undertake to advise how collaboration affected decision making.
<b>Empower:</b>	Aspects of the decision making process are delegated to stakeholders.	Where legislation permits, we will abide with the decisions made under delegated authority. Where legislation precludes making such a commitment in advance, we undertake to be guided by the outcome.

## **PROCEDURE**

### **Application of the Engage Policy:**

1. This policy applies to six zones of opportunity for engagement that exist within the Corporation:
  - Public participation in specific planning, policy, and project initiatives
  - Internal Relations
  - Customer Service
  - Volunteer Participation
  - Community Development
  - Mandated processes involving public participation
2. Citizens and other stakeholders will be encouraged to adopt the Engage Policy's Cornerstones and Guiding Principles when invited to participate in engagement initiatives.
3. The Engage Scope can be used in conjunction with the Framework and Tool Kit to help assess the scope of engagement that is appropriate for a potential project, plan or policy. The Scope gives an initial high level look at who might be engaged, to what degree, how they would be engaged and how much it could potentially cost. The Scope provides a quick analysis and is not a substitute for a comprehensive engagement planning and design process.
4. The Engage Spectrum decision tool will be implemented by The City to help guide and determine the level of engagement that The City will embark on for stakeholder input.
5. The Engage Tool Kit will be used by The City's trained facilitators to guide future stakeholder engagement processes.
6. The Engagement Resource Unit will provide support Council, staff, partners and the public to help build engagement capacity within the Corporation. The Unit will advocate, co-ordinate and link engagement activities, standards and practices across the Corporation. It will provide advice, consultation and facilitation of engagement process design and provide internal training and orientation to the Engage Policy, Framework and Tool Kit.
7. Prior to embarking on any commitment to a level of engagement on a project or initiative, the Engage Spectrum and Tool Kit will be utilized by the Corporation to determine the level of investment and need for embarking on an engagement program.
8. All engagement activities will occur within approved plans and funding of the Administration and any requests outside these approved plans must be referred through Council.
9. Where appropriate, and to the extent feasible, The City will encourage, or contract for, the adoption of the Engage Policy by Civic Partners in conjunction with the Civic Partnerships Guide to Policy & Administration.

### **AMENDMENTS**

None

**APPENDIX B**

**West LRT Community Summit**

June 21, 2008

**“What Was Said” Report**



## WEST LRT (LIGHT RAIL TRANSIT) COMMUNITY SUMMIT

Saturday, June 21, 2008  
TELUS Convention Centre



### "WHAT WAS SAID" REPORT

#### **PART 1 - WHY THIS SUMMIT? WHAT WE HEARD IN PRE-SUMMIT INTERVIEWS**

Gale Simpson, Communications Manager, West LRT Project Office, thanked participants for attending the Summit. She referenced the City's "Engage" Policy, noting that the intent of the Summit was to work with attendees at the "collaborate level" to develop an engagement plan for the West LRT project.

Specifically the objectives of the event were to:

- Identify critical elements and factors for working together constructively as the project moves forward;
- Identify key ideas, issues and opportunities to be included in the new public engagement plan; and
- Identify people who would like to work in an advisory capacity with the project team to draft the public engagement plan.

Stephani Roy McCallum, Facilitator, introduced herself to participants and welcomed them to the Summit. She provided an overview of the pre-Summit interviews, including the results of what was said. She indicated that a supplemental report would be developed during the summer to account for additional comments that were provided after the initial report was prepared.

*Facilitator Note: The Pre-Summit interview report can be found online on the West LRT Website. Please view that report for complete details.*

#### **PART 2 - INTRODUCTIONS**

Summit attendees were asked to introduce themselves, and speaking for him/herself rather than for an organization or association, offer how they had been affected by the West LRT project and/or process.

*Facilitator Note: In order to respect the privacy of participants, we have removed names from the statements below.*

- Resident near Sarcee Trail and 17<sup>th</sup> Avenue - Frustrated and upset and wants to be involved in process.
- Frustrated with trains going through residential area
- Concerned about process and lack of feedback and her concerns have never been identified
- Concerned about 45<sup>th</sup> intersection. Community designs will be ignored. Hope this process will be more collaborative
- Wants to listen and learn from neighbours and collaborate. Hopes trust can be earned
- Wildwood resident – frustrated and marginalized and had no inkling of change in median alignment and received no information from City. Hopes communications improve. Hoping to discuss how process can fit in.
- Alignment is an issue with wires/climbing of 26<sup>th</sup> St/traffic at intersection. Affected by safety/traffic flow/surface LRT/traffic disruption after the fact/aesthetics. Why are they doing it?

- Glendale resident – disillusioned with process, council struggling with questions, time requirement, waste of time, feeling marginalized & disregarded.
- Sunalta resident, speaking for one of Calgary’s poorest communities – this is a citywide issue and disagrees that alignment is not open for discussion.
- Scarboro resident – perception of how Calgary works and this requires a change to City council because the process is flawed. He thinks the Open House began at wrong time and is too late.
- Concerned about lack of process of listening to community at large – want to come up with concrete plans.
- Shaganappi resident – interested in solutions
- Optimistic that this process is moving in right direction – goal is that the City will not go forward without engaging communities in the future whether the project is large or small.
- Shaganappi resident – Upset with the secrecy of City Hall.
- Concerned about aesthetics/privacy/sound – the whole thing, as well as process
- Shaganappi resident – Spent time in City discussions and is upset at the attitude of City officials. Doesn’t agree that the alignment that won’t change
- Shaganappi resident – West LRT is critical to further development of Calgary but it needs to incorporate community needs. Frustrated with the City – statements and actions contrary to direction of council. Engage designers to provide direction to engineers.
- Frustrated by process regarding station, communications and how engineers select the route. When in design/build process, we want to be consulted. We need time to get things on table.
- Sunalta resident - Concerned about process in general on a citywide scale.
- Shaganappi Resident – LRT project has included a lack of process and there seems to have been secret information.
- Process has been frustrating with little trust on both sides. Residents have been trashed in media and were set up again today. Need input on station design, traffic access, and transportation network process.
- Resident near Sarcee & 17<sup>th</sup> Ave – there has been a lack of information, frustration at open houses and a feeling of getting nowhere with the City because of no answers.
- Resident of Westgate – has received poor treatment by the City: was told there was money to put LRT underground but where is the money now? What about traffic access? Where are the previous plans/proposals/input?
- Concerned with issues of transparency. Will this day be any different?
- Angry and upset at how the process has been handled.
- Local business owner – excited about West LRT and the alignment and looking forward to being involved more going forward.
- Don’t want the West LRT, but trying to make the best of it and find solutions that work for all neighbours.

**PART 3 - PARTICIPATION EXPECTATIONS**

Participants were asked to identify their participation expectations for the Summit – for themselves, for others and for the facilitator.

- Get on with the job of getting process back on track.
- Provide good input to the City.
- Have an opportunity to change what's been happening so far.
- Processes are integral – want to facilitate better process and get information out so more people aware of what's going on.
- Get information, be part of a collaborative effort and share information with neighbours.
- Plan to participate until the end
- That crime and safety will be dealt with.
- Willing to participate
- Wants to be involved in process.
- Wants to get going and get involved.
- Wants proper information and to know how to participate in committees, etc.
- To be listened to and heard – to be involved because they have knowledge and experience over the years. Not giving up.
- Wants Respect
- Wants concerns heard
- Need connections on what we do in the future
- Need to know how the process fits with triple bottom line
- Want to be involved
- Hear what others are thinking
- Share with others what you hear
- Don't disregard my voice
- Changing the way Calgary works
- Wants the report to reflect what has been wrong so far
- Develop a concrete, collaborative plan
- Concern about focusing on process so it will be different going forward
- Optimistic that today this process is moving in right direction
- This is the very beginning
- An opportunity to provide input
- Transportation Department to get `marching orders` on process going forward
- We can make a difference
- Give City specific direction
- Want to be consulted – to know choices/opportunities/constraints
- Take step in the right direction
- Create a new process that will work
- Wants ``real`` citizen engagement – accountability, transparency
- Seek the best design
- Respect the cornerstones of engagement
- Energized for change
- Hone leadership
- Want it done right
- Add value to communities
- Citizens who are affected need to be engaged
- Honest, open, collaborative process
- Real information/sharing information

- Define who is a stakeholder, so everyone who has a stake is involved
- Too rushed, more time
- Want the entire process changed for projects like this going forward
- Share information with neighbours
- Opportunity to change process
- More time, less grandstanding
- Gather input and wisdom from group
- Proper information
- Participate
- Be listened to and heard
- Need answers going forward
- Is this going to change anything?
- Establish trust
- Create a process that works for the future
- One participant offered the following quote from R. Buckminster Fuller as a way to sum up his hopes for the Summit and a new collaborative process: *"You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete."*

#### **PART 4 - WORKING TOGETHER ON WEST LRT – WHAT DO WE FOCUS ON?**

Summit participants were asked to identify the issues they wanted to talk about for the day. The following items were identified for small group discussion:

##### **Group 1:**

##### **Consultation, Engagement and Public Process**

- Effectiveness and focus for the topics of collaboration process
- Public hearing before decisions/planning
- Collaborative communication and establishing trust between the City and communities
- Community liaison – communication circle
- Principles of collaboration, i.e., mechanics, commitment
- Area Planning Councils for each Station

##### **Group 2:**

##### **Transparency**

##### **Group 3:**

##### **Safety / Traffic / Parking / Crime**

- Pedestrians, Seniors, Disabled, Skateboards, Transient People, Children
- At grade pedestrian crossings
- Proper lighting
- Accessibility
- Surveillance/onsite security
- Traffic and Accessibility
- Level crossings at intersections, safety, traffic

##### **Group 4:**

##### **System design input into design/build**

- Comprehensive analysis before design decisions are made
- Land Use
- Group Feeding West LRT Stations
  - On the line

- In the City centre
- As a precursor to a citywide strategy

**Group 5:  
Social, Economic and Environmental Impacts**

**Group 6:  
Noise and Noise abatement**

Two items were not specifically discussed:

- Best Practices
- Minimize Impact on Shaw Millennium Park – Maximize Achieving Park Vision

*Facilitator Note: participants grouped themselves into subject areas that were similar for the purposes of discussion, and in the majority of the situations, participants took their own notes, which are reflected here.*

**PART 5 – WHO, HOW AND WHEN ARE RESIDENTS ENGAGED?**

Summit participants broke into small groups depending on their personal interest to discuss the identified topics. Participants in the group took notes to document the discussions, which are recorded below.

**Group 1 - Consultation, Engagement and Public Process**

**What has happened so far?**

- See things already decided where there was no impact of community input
- Connection between City and communities not clear
- No opportunity to get real feedback from residents
- Glamorgan excluded from transportation studies
- Studied to death in isolation
- Defined by community – others impacted are excluded
- No one from Transit or planning at open houses
- Need information from City to communication/residents
- Alignment still being talked about
- Alignment not a dead issue until built
- Community missing a big piece
- Zone 2 excluded because not considered part of the process
- Stakeholders that have input must get closer to the designers and the planners so that they have input at the beginning.
- Communities have huge issues.
- Project should never have got this far without real feedback.
- Design must be made with input from community first.
- I suggest this City is run by administration – people who have been in their job for 30 years – and who are presently not willing to address the communities in a real manner.
- When an alderman can say that "Council knows best" - we know we have to change!

**How to Plan/Decide/Build a Major Public Work in Calgary – Going Forward**

- LPT Committee – What do they need to hear from us?
- Actively involved in design/build process closer to design/build consortium.

- Give feedback directly to decision makers – not to PR people.
- Community Association members are volunteers – this is a huge commitment of time
- Employees need structure to hear feedback
- How to deal with varying feedback?
- How would area planning council work now?
- How to codify issues?
- Example – bringing two neighbourhoods together, people losing houses, had area planning council – funded by City council
- Suggestion - four groups funded by City for Area Planning Council
- Have to go before Area Planning Council and get consensus before moving ahead
- Areas get dollars to hire consultants and ask questions of staff. Staff reports back to A.P. Council
- Issue of design/build – Hatch (?) hired to deal with huge bridge structures – with median bridges cheaper so other options can go forward.
- Bring specifications to Area Planning Council to ensure options
- What we can do today?
- City go to all areas for consensus vote.
- NW leg – after route decided, offer 1% of cost to each community for design of stations, interface, noise wall.
- Authority to decide what station would look like and dollars to spend.
- Do not have area from transportation councils to decide on stations in their neighbourhoods?
- Disagree with the idea for the Area Planning Council – just another committee/lawyer
- Will it even be recognized by the recognized by City?
- Volunteer time – struggle to get people - can't place such a big onus on community
- Planning department more involved in facilitating
- Paid/have broader view
- Alternative to Area Planning Council
- Needs to be vetted through community
- Use new technologies, e.g., web like Best West easier to disseminate information more effectively.
- Decision makers always at table.
- Area Planning Council gets to question senior administration and council
- Citywide issue
- City needs to get representatives from each area to be on Area Planning Council
- Terms of Reference – need to be established
- What can we decide now?
- Who decides?
- Who in Calgary has say on design/build?
- Geographic issues
- Authority - people have to influence outcome of LRT?
- A geographic box with things people can decide?
- Communities along line/west leg of line
- What is authority?
- If you have alignment, break it down, but if not, back at square one.
- Alignment – need to engage everyone if still talking about it.
- No alignment – then break into three sections (west end/middle/Sunalta 10<sup>th</sup>)
- Energy issues
- Taxpayers - Will not be misled
- Choose five or six things: what wanted out of collaboration
- Multiple City Business Units should be involved – not just Transit
- Design/build – alignment – Shaw Mill Park and Sunalta....location/move/level crossing
- Design/build consortium: Who will it be?

- Bidder – major contractor – price for what City proposing...specifications must include flexibility
- Different zones
- Some flexibility inside proposal
- Citizens need to know what specifications are before accepted
- Citizens need to know design options
- Traffic/residential areas: Traffic and Planning need to be at table between now and September 15<sup>th</sup>.
- Impact of ring road
- 45<sup>th</sup> and Westbrook as feeders
- Issues must be part of process
- What does the train do?
- Planning review committees
- Lines of communication
- How does the City engage its stakeholders?
- How does the City plan design or build a public work?
- What does the City need to hear from the stakeholders?
- How is it that they get us involved in the LPT report?
- What does council do now?
- Build the LRT
- Lots of voices, many different views
- How do I make recommendations to City based on all the varied feedback from communities?
- How do we code issues and get the issues in a coherent manner?

*Facilitator Note: There is some repeat in the points made above and the recommendations reported by the group. This repetition reflects my attempt to group the information into related areas, while respecting the information that was recorded by the group.*

#### Recommendations for Consultation/Engagement and Public Process Going Forward

##### 1. Engagement on zone basis (7 zones)

Idea of 7 stations on West leg of LRT, suggest in all 7 areas that there be area transportation planning councils that have a mandate to engage the City through West LRT office for all aspects of design and physical design. Need to build Terms of Reference for planning committees – including mandate and who on it. Every department of City needs to be able to be part of that process, couldn't leave out transit, planning, police, fire – all had to be at the table at time plans were being made. Planners cannot go ahead without participation of all parties. Looking for people within City who are not just accountable to report to supervisors, but are accountable to customers. Consensus of neighbourhood planning council is essential.

- Include each component of LRT, for all seven stations on the west leg
- With design/build office
- Delegate dollars for each seven "territorial" areas to engage in design for their area station
- Design/build – engage process must include station and alignment issues
  - Community MUST be included along with Planners, Designers, Architects
  - Ensure design process is not driven by backroom "political" director
  - Includes all Ward 6 communities
  - Inclusionary
  - Engage has to include City project decision-makers
- Use a Consensus Process Model
- Community Liaison ↔ City to communities – skilled groups.
- Fan out to community and build community capacity to participate
- Give feedback directly to decision makers – not to PR people.

- Terms of Reference – need to be established
- Who in Calgary has say on design/build?
- Geographic issues
- Authority - people have to influence outcome of LRT?
- A geographic box with things people can decide?
- Communities along line/west leg of line

Residents

↓

Gather feedback in organized fashion (email, surveys, meetings)

↑

Liaison returns data

↑↓

Impact – engineering – planning

↑↓

Impact on residents

↑↓

Feedback from residents

## 2. Create Area Planning Councils

Community members as decision makers in their own communities

"Area Planning Liaison" charged:

- With meeting with City planners
- Agreeing on what will be relayed to community residents
- Using internet to communicate with City to majority of residents – making businesses and associations aware, etc.
- Collecting feedback from residents and returning feedback to City
- All communication filed (legal responsibility)
- City Administration – employees are accountable to guarantee that feedback is included. Failure to address information holds a consequence.
- How to deal with varying feedback?
- How would area planning council work now?
- How to codify issues?
- Have to go before Area Planning Council and get consensus before moving ahead
- Areas get dollars to hire consultants and ask questions of staff. Staff reports back to Area Planning Council
- Disagree with the idea for the Area Planning Council – just another committee/lawyer
- Will it even be recognized by the recognized by City?
- Volunteer time – struggle to get people - can't have onus on community
- Need alternative to Area Planning Council
- Needs to be vetted through community

*Facilitator Note: Subsequent to the June 21, 2008 Community Summit, detailed information on a proposal for Area Planning Councils was provided by a participant. That information does not form part of the Summit record, as participants did not discuss the specific proposal.*

## 3. Use technology to communicate

- "Website" - each community has its own website and information liaison
- Technical Person – website
- Liaison person – writer – communicator
- Volunteers to arrange meetings
- Community Association – membership key to information gathering

- Using internet to communicate with City to majority of residents – business aware, etc.
- Use new technologies, e.g., web like Best West easier to disseminate information more effectively.

#### 4. City to fund communities to engage on their own terms

- Design/build – 1% of cost of project to be given to community – then build the station based on the guidelines developed by the community.
- If the people of Calgary are involved at the very beginning of all projects, by initiating it or by a planning future change (LRT, for example), I believe the City will recognize that projects go more smoothly – may even get done more quickly – without fighting (as we always seem to be doing now).
- Cost less and buy in from the people is far greater.
- Authority to decide what station would like and dollars to spend.

#### **Group 2 – Transparency**

The concerns around transparency in relation to the West LRT project are:

- There have been substantial efforts in providing input to the public consultations on the West LRT but there has not been any output showing how or if the input was used in the decision making process.
- The unwillingness or inability of the City of Calgary or the West LRT Project to provide detailed information on the project that would allow for meaningful public involvement and participation prior to decision making.
- A concern that to date the process is listening to the “loudest” voices and not necessarily those who need to be listened to.
- This is the first step in up zoning property along the West LRT line
- The timelines for the construction of the whole process are unrealistic and do not allow for meaningful public engagement.
- This is not just a West LRT issue; it has applicability to future large scale transportation projects.

#### Who, How and When Should People be Engaged?

- There are a wide range of people and organizations that need to be engaged. This includes individuals, businesses, communities and organizations with an interest in transportation. This also includes all the departments within the City of Calgary and not just the Transportation Department and West LRT Project team.
- There is also a range of how people and organizations will be affected by the construction and operation of the West LRT. These interests need to be determined and engagement strategies developed that relate to what the impacts will be.
- Individuals and organizations affected through road closures, construction and the noise and visual impacts of the West LRT need to be directly engaged and have the opportunity to provide input on how the impacts will be addressed.
- Do not rely on consulting with and engaging organizations who are seen the “represent’ stakeholders. There is no substitute to dealing with individuals.
- Those with an interest in the West LRT need to be involved in the process prior to decisions being made that will affect them. They need time and relevant information and they need to know how their information will be used.
- There are both short term and long term needs for consultation and engagement. The short term needs to focus on identifying potential options for the balance of the West LRT project. Options need to be identified and assessed as part of the work to develop the plan requested by City Council.

- Starting this process in the middle of the summer and the short time frame to complete the work to have the engagement plan prepared means have implications for the potential involvement and input of the people participating in the workshop.
- Transparency - People don't know where comments are going. Lack of willingness to provide information. Concern: need to look at all people with concerns – have to get out of mode of relying on organizations that represent stakeholders. Unrealistic timeframes. Dealing with trust issues. Committee and council have a big say in the outcome in the long run. Long-term: Learn from this process and start fixing now. Short-term: Need a group to oversee what happens in the next few months. Who is making the decisions? Who's on the LRT Advisory Committee? Disconcerting that people are making decisions with residents and committee associations don't know what's going on. Where are results that have gone through the system?

### **Group 3 – Safety/ Traffic / Parking / Crime**

#### Traffic

- LRT should be trenched under – 45<sup>th</sup> Street SW, Sirocco, Christie Park Gate
- The Sarcee/17<sup>th</sup> Avenue SW interchange and LRT MUST be done in conjunction. They are not two issues, BUT ONE.
- Ensure Bow Trail construction west of 33<sup>rd</sup> Avenue is completed before LRT construction is started.
- IF underground trenching is not done – major issues will occur including accidents and safety. Please do not repeat 36<sup>th</sup> Street NE.
- Is there a long term plan for West of 69<sup>th</sup> Street SW?
- Need bus access to all LRT stations.
- Better traffic signals and lighting (advanced greens) at 45<sup>th</sup> Street and 26<sup>th</sup> Avenue and Sirocco.
- Access for EMS/Fire/Police – How??

#### Crime/Safety

- Please leave EMS/Fire/Police at 45<sup>th</sup> Street/17<sup>th</sup> Avenue SW
- Location of stations regarding lighting: How can stations be safety buffered when located in an isolated location, e.g. Southwood and Franklin? This will result in crime. Costello Station will be the ideal location to do drugs – it will be the hideout for users and dealers and squatters. Station must be open.
- Lighting
- Surveillance cameras
- Buffer from open park space, squatters, drug users and dealers. Also social impact on neighbourhoods.
- BIGGIE! Key process is engaging community and residents in identifying existing issues and to collaborate on solutions specific to individual stations and surrounds. Include CPS/EMS/Fire.
- Onsite security, tracks to be fenced to stop access and crossing of tracks.
- Focus on “weakest” person – make plans for their safety then all will be safe.
- Focus safety on the most vulnerable (many unable to protect themselves), e.g., Seniors, Disabled, Challenged, Homeless, Low Income, Immigrants
- As a note, we have along West LRT, Homeless Shelter, Seniors Housing, Calgary Housing – low income/immigrants/chronic medical conditions/physically and mentally challenged.

#### Parking

- No parking during the day in front of residences by LRT users.
- Residents require parking passes to alleviate not having access to our homes.
- Limited time parking for communities.

- 26<sup>th</sup> Street Station
  - should be a plan for drop-off
  - again limited term and residential parking required.
  - parking permit (for residents) needed.
- Businesses along 10<sup>th</sup> Avenue SW stand to lose not only parking but potentially income – existing cars will be driven into the next neighbourhood.
- No provisions appear to be on the table for Park ‘n Ride and drop-off at 45<sup>th</sup> Street/17<sup>th</sup> Avenue. Need drop-off zone for LRT, but no park & ride.
- 26<sup>th</sup> Street east to Sovereign/Sandhurst/ etc. - two hour zones within 1-2 km radius of stations.

#### **Group 4 - System design input into design/build**

Pre-tendering system design. Community input needed before any tendering. No contract signed before Request for Proposal issued. Bring in independent transportation consultants. All tenders have to be acceptable to community. Communities would interchange with stakeholders. Communities should be involved in “soft” issues such as traffic, movement of seniors, etc. Oversimplifying? Need shared decision-making. Process has to be plugged in at significantly high level. Collaboration with police force as well as EMS. Crime detection through environmental design.

#### **Who needs to be engaged?**

- Independent Transit designer with planning and engineering resources
- Liaison between communities/stakeholders and City

#### **How are people engaged?**

- Bring together community and City technical skills
  - Share TTE process
  - Congruent with area planning advisory councils (APAC)
- IMPORTANT: Community input before Request for Proposal or tendering.

#### **When are people engaged?**

- NOW
- No contracts should be signed before collaborative design process complete.

#### **Group 5 – Social, Economic & Environmental Impacts**

Ensure ‘Triple Bottom Line’ factors – social, environmental and economic – are included throughout the RFP/RFQ and ‘Design / Build’ processes in order to allow vendors sufficient latitude to optimize “fine tuning” of all aspects of the West Leg, though what is documented below applies mainly to the Bow Trail Corridor. This was chosen due to the minimal 8 day period between May 15 ‘unveiling’ and the May 21 end of public input as relates to the Bow Trail Median alignment. That is, virtually no time was permitted for input *before* the decision.

#### **Who should be engaged?**

While all impacted areas deserve representation, this concentrates on Bow Trail users left out of the earlier stages of the process by virtue of the fact that the November approved alignment was not contentious to Bow Trail users, however the 11<sup>th</sup> hour change that moved the tracks to the Median caused significant new issues to these users. These are residents from Bow Trail and 24<sup>th</sup> St. heading west to the City Boundary, including Shaganappi, West Sunalta, Wildwood, Coach Hill / Patterson / Prominence Point, West Springs / Cougar Ridge, Valley Ridge and more.

#### **How should people be engaged?**

By processes such as these public engagement sessions and the proposed collaborative input over the summer as mentioned at the ‘Summit’.

When should be people be engaged?

'Now' is the time; though this should have occurred long ago and the last minute change should have caused a later date for the approval process to allow fair input from the several tens of thousands of newly impacted homes using Bow Trail.

Triple Bottom Line:

Social:

There are several potential issues which can be addressed to 'tweak' the Bow Trail Median route to allow significant improvements in the 'social' realm, some of which can also be quantified by dollar amounts. All these can easily be positively changed in a cost effective manner. The overall thrust is that the Median need not be used for 100% of the length along Bow Trail.

- Lost productivity due to maximum traffic disruption caused by 100% use of the Median route.
- Loss of or disruption to south turning traffic access caused by 100% use of the Median route.
- Increased difficulty and associated safety issues of pedestrian and bike access across Bow Trail, including access to Bow River pathways by 100%.use of the Median.
- Increased noise and visual considerations are caused by 100% use of the Median route.
- All the above impacts housing along the length of Bow Trail and is easily avoided by partial use only; specifically using the Median from 10<sup>th</sup> Avenue to 24<sup>th</sup> St, only and thereafter going under Bow Trail and along the North side up to 33<sup>rd</sup> St.

Environmental:

While the entire West Leg implies huge environmental savings, there is at least one case where a slight change can yield significant additional savings. Specifically, if at grade on the Median, each pass of a ~180 Tonne train raises it roughly 16 – 20 Ft above what is necessary and therefore to remove this hump by placing the tracks lower down on the golf course yields savings due to avoidable energy costs.

Economic:

Many of the above have economic implications though they may be difficult to quantify. While it seems clear that proximity to an LRT would be a 'plus' for say, home values, if tracks and train could be hidden or obscured, it would be much better still. This can happen along Bow Trail in an economical manner, especially when social- and environmental-dollar figures are brought into play. However, all costs – including straight construction costs - should be re-examined to ensure that 'fine-tuning' can be optimized to produce the best West Leg possible.

**Group 6 – Noise and Noise Abatement (Along Bow Trail and 17<sup>th</sup> Avenue)**

How should people be engaged?

- What design options are available? Noise walls? Berms?
- What options are available for noise attenuation and privacy? These will differ in various areas.
- How will noise abatement be handled where there are roads that will stay (i.e. 24th Street at Bow Trail on north side)? Need to reduce noise, but keep roads.
- Berms can be used to decrease noise and visual impact in a more attractive manner in some areas.
- How high will the berms or walls be? What will they look like? Where will they be? Provide technical detail.
- Empower communities.
- Provide detail about options, include impact – cost should not be the only factor.
- Add greenery – trees, etc., where possible. Landscaping and beautification, where possible. This needs to integrate into the community. Pay special attention to existing communities – how can

- it be advantageous to the communities it runs through? Don't just slam in sound walls – quality of life issues.
- Early consultation with planners and urban designers.
  - How else can we reduce noise? Can the train be trenched where it makes sense to bring the train lower, reduce noise and decrease the cost of noise walls/berms, have a positive impact of safety.
  - Build noise walls with care not to create areas where safety becomes a concern, i.e., dark area that can attract criminal activity, blocks drivers view of traffic.
  - Noise and visual impact go hand in hand. Use website to show visual renderings – “a picture is worth a thousand words”.
  - Include social, environmental and economic analysis for all design options.

Who should be engaged?

- Affects only a limited number of people, so need to be focused on “residents on the front line” (within one block of the LRT line)
- Each area/community will have different needs – each needs to be represented and have input.
- “Primary stakeholders” vs. other stakeholders. Priority should be given to residents within one block of the LRT line (“primary stakeholders”) as they will live with the noise attenuation solutions in their backyard daily. Privacy/noise/visual impact – directly impacted.
- Residents/homes next to Bow Trail and Westwood Drive and 17th Avenue.
- “Primary stakeholders” are within one block of LRT tracks – most impacted by noise, visuals.

When should people be engaged?

- Regular (monthly at minimum) meetings and communication.
- Engage residents in the early stage of design before any decisions are made.
- Residents need to know what all (sound walls, berms and landscaping) the options are, not just one option.
- Residents need to know/understand the impacts of each option (social, environment, economic).

Additional Topics Not Covered

Rezoning and TOD

**PART 6 – THINGS TO BE CONSIDERED IN THE ENGAGEMENT PLAN**

*Facilitator's Note: this entire report includes important information and considerations for inclusion in the development of a new Engagement Plan for West LRT. This section reflects summary and final reflections from participants, emphasizing additional and key points to be considered.*

- Going out to people who haven't been involved so far (shelters, seniors, housing, police, emergency and medical services, street and outreach workers).
- Be more sophisticated in communicating and ensure clear communication
- Post the results of this meeting
- Integrated email/regular communication system to get information
- Consolidate the information/input received so far over the course of the project
  - Develop a Terms of Reference, stakeholders identified so far
- Bring together a small core group over summer
- Create a Google group mailing list to post information, look for replies, enter into discussions
- Include area aldermen in process
- Allocate a budget and resources to support the collaborative engagement plan
- Allocate Time
- What is the role of volunteers?

- Consider the size and range of people
- Have Gale [Gale Simpson, West LRT Communications Manager] to tell people what she needs, who, how people involved
- Have 10 to 12 members on the advisory team to develop the engagement plan. Meetings would be weekends and/or evenings. Communities should be aware of volunteers, etc. Need an independent consulting firm to act as a neutral voice to record comments, etc. Would like a summary from the City with all background information. Would like it to be packaged up and distributed throughout the City to community associations so that in future they have something to work with.

Gale Simpson, West LRT Communications Manager and Stephani Roy McCallum, Facilitator, indicated the following next steps:

- Gale to send a notice out to participants asking for volunteers to participate in the development of the Engagement Plan to be presented to LPT Committee in September
- Stephani to prepare report of Summit proceedings to be sent to participants for review and comment before posting to the website and further distribution

#### **PART 7 - WHAT DETAILS DO YOU NEED**

Over the course of the meeting, participants identified information they require. These requests for information are noted below. The West LRT office committed to providing the requested information, wherever possible.

- What design options are available to mitigate visual and noise impact for residents of Westwood Drive (parallel to 17<sup>th</sup> Avenue)?
- Noise Attenuation – Where are sound walls/berms proposed to be built? How high will they be? Do they take into consideration the topography of the area? What do they look like? Are there alternative design options? What are they?
- Present communication lines at City of Calgary Area Planning Committee design in other communities → What does good communications look like in other cities?
- Real information regarding construction cost and how much has been allocated for "cost overruns"
- A comprehensive Transit overview of existing reports rolled into a summary format for communities west of Crowchild east of Sarcee and north of Glenmore – including traffic counts, accidents and proposed bus access. They are out there.
- Station design access – seniors – access – loads per train projections.
- How can noise be buffered? A wall near stations? Also to keep out squatting.
- Who are the key decision makers at the City and how do we access them?
- What are the parameters/policies that affect design?

*As a Certified Professional Facilitator with the International Association of Facilitators and a member in good standing with the International Association of Public Participation, I am bound by the values and code of ethics of these organizations. I verify that the information contained in this report is true to the best of my knowledge and reflects the nature of discussion and agreement that was present on this day with these participants.*

ORIGINAL SIGNEDBY: Stephani Roy McCallum, CPF  
Principal  
Dialogue Partners Inc.

**APPENDIX C**

**West LRT Public Engagement Planning Committee**

**TERMS OF REFERENCE**

**WEST LRT PUBLIC ENGAGEMENT PLANNING COMMITTEE  
TERMS OF REFERENCE**

**INTRODUCTION**

At the June 9, 2008 meeting of City Council the following motion was approved:

*Direct Administration in consultation with the area Aldermen and the community, to report back to the SPC on Land Use, Planning & Transportation by September 2008, with a comprehensive citizen engagement and communications plan and proposed budget.*

A citizen committee has been formed to involve project stakeholders in the development of the public engagement plan.

**TIMING**

- The process of developing the public engagement plan will take place from July 7 to August 1, 2008.
- The plan will undergo an internal senior management review in early August and will be finalized by August 15, 2008.
- The plan will be presented to LPT (Standing Policy Committee on Land Use, Planning & Transportation) on September 17, 2008.

**CITIZEN INVOLVEMENT**

The primary objective of involving citizens in the development of the public engagement plan is to ensure the process is open, transparent, representative, inclusive and collaborative in its design. The resulting public engagement plan will follow the *engage!* policy and spectrum and will evidence the partnering efforts in the final document.

Citizen committee members will join with West LRT staff members in good faith to develop the public engagement plan.

**COMMITTEE REPRESENTATION**

Specifically, membership on the Committee will include:

- Three representatives from each of the three West LRT “Zones”
  - Zone 1 – 11 Street to 33 Street S.W.
  - Zone 2 – 33 Street to Sarcee Trail S.W.
  - Zone 3 – Sarcee Trail to 73 Street S.W.
- Three representatives from the West LRT Communications Group
- One representative from each Alderman’s office
- Technical input, if and as required

## **ROLES & RESPONSIBILITIES**

### **Citizen Committee Members**

- Provide timely feedback and input on components of the public engagement plan as identified in the plan outline
- Exchange information with other citizens who wish to provide input through a committee member
- Provide input into the process that reflects the interests of project stakeholders in the West LRT service area

### **City of Calgary – West LRT Staff**

- Provide the Committee with balanced and objective information
- Ensure a collaborative process approach to develop the public engagement plan
- Provide all the necessary information for committee members to participate in a meaningful way
- Prepare Meeting Notes following each meeting and post Meeting Notes on westlrt.ca
- Write the public engagement plan with the input of Citizen Committee Members
- Present the Plan to SPC on Land Use, Planning & Transportation on September 17, 2008

## **MEETING SCHEDULE**

The development process for the public engagement plan will take place from approximately July 7, 2008 to approximately August 1, 2008 at which time City senior management will review the plan. Over the course of four weeks, the following meetings will be required:

- A maximum of three face to face meetings
- A maximum of two conference calls
- Meetings will be scheduled for evenings and weekends to better accommodate citizen members

## **MEETING AGENDAS**

West LRT Staff will prepare Agendas for the meetings and provide them to the Committee Members in advance of the meetings. Members are welcome to add to the Agenda as they see fit.

## **ADMINISTRATIVE SUPPORT**

The West LRT office will provide a Note Taker to attend Committee Meetings, prepare Meeting Notes and distribute to Committee Members in a timely manner. The Note Taker will ensure the project website contains the most recent information on this process.

Reviewed & Finalized at Committee Meeting # 1 - July 15, 2008
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**APPENDIX D**  
**West LRT Public Involvement Summary**  
**January 2008 – June 2008**

November 17, 2007	<p>John Hubbell and Ian Norris</p> <ul style="list-style-type: none"> <li>Meeting with Alderman Mar and community “LRT committee” to discuss the Council Approved Alignment.</li> </ul>
January 25, 2008	<p>Ian Norris and Alderman Mar</p> <ul style="list-style-type: none"> <li>Meeting to discuss concerns</li> </ul>
February 5, 2008	<p>Public Information Session – Sunalta (Attendance approx. 150)</p> <ul style="list-style-type: none"> <li>Focus on the upcoming Sunalta ARP Process</li> <li>Displayed the 2007 Council Approved Alignment</li> </ul>
February 12, 2008	<p>Public Information Session – Glendale Elementary (Attendance approx. 700)</p> <ul style="list-style-type: none"> <li>Purpose - to view the 2007 Council Approved Alignment and the proposed timeline for public engagement, engineering pre-design and construction</li> </ul>
March 4, 2008	<p>West LRT Representatives</p> <ul style="list-style-type: none"> <li>Meeting with Alderman Mar and community “LRT committee” to discuss concerns</li> </ul>
March 13, 2008	<p>West LRT Project representatives, Hatch Mott MacDonald (HMM) representative, Ian Norris</p> <ul style="list-style-type: none"> <li>Meeting with Alderman Mar and community “LRT committee”</li> <li>Presented West LRT Alignment Review Report, prepared by HMM</li> <li>Provided costs for the community developed (Goodfellow) alternative alignment</li> </ul>
April 26, 2008	<p>Project Review Workshop (Attendance 82)</p> <ul style="list-style-type: none"> <li>Invited all people who had expressed an interest in participating on the project (approx. 200 names in database)</li> <li>Presented a full review of the 2007 Council Approved Alignment, as well as several other alternative alignments that were assessed by the engineering consultants</li> <li>Participants provided feedback and opinions on the various alignment options</li> </ul>
April 29, 2008 May 1, 2008	<p>Public Information Session – Ward 6 (Attendance approx. 250) Public Information Session – Ward 8 (Attendance approx. 200)</p> <ul style="list-style-type: none"> <li>Displayed Council Approved Alignment as well as all other alignment options that have been reviewed by HMM</li> <li>Gathered input on materials</li> </ul>
May 13, 2008	<p>Meeting with adjacent Community Association Presidents</p> <p>Present and discuss information that would be presented to SPC on Land Use, Planning &amp; Transportation on May 21, 2008</p>

**APPENDIX E**

**Transit Oriented Development - Westbrook**

**Sunalta ARP**

**DRAFT - Public Engagement Plan**

### **Background**

November 28, 2006, the West LRT Land Use Study began with the first Information Session (Open House) taking place. March 2007, three public visioning workshops took place with three open houses that followed for area residents to view the work. Approximately 800 people participated. A Community Advisory Committee was also formed to give input into this study. November 20, 2007, City Council approved the West LRT route alignment and funding to allow the West LRT construction project to start.

With the beginning of the West LRT Construction project, all public engagement activities for the land use study were delayed. The West LRT project launched with public information sessions in February 2008 and the previous land use work was represented to keep people informed of the status of the project. The Sunalta ARP project also launched with a public information session in February 2008. The West LRT Land Use Study could not bring a draft plan out to the public as Corporate Properties was in the middle of acquiring properties for the West LRT Project.

The decision was made to end the West LRT Land Use Study under the existing scope and to focus in on the areas with the largest potential for redevelopment.

### **Project Definition**

The objective of this project is to prepare redevelopment plans in the two areas that have the potential for redevelopment with the arrival of the WEST LRT. Specifically, the two priority plans to be prepared are a revised Sunalta Area Redevelopment Plan and a new Station Area Plan for the Westbrook Station. At Westbrook, the first phase is the land bounded by Bow Trail, 33 ST SW, 17 AV SW and 37 ST SW. The second phase is the ROD area adjoining.

### **Exclusions:**

The West LRT – The City of Calgary West LRT Office is leading this project

The Relocation of Ernest Manning – Transportation Infrastructure will be project managers for the construction of the new school and The Calgary Board of Education will lead all engagement for the closure of the old school and all school programming (a steering committee will have members from both the Board of Education and The City to ensure alignment)

Questions we may be asked that we should have answers for – (keeping in mind we will need answers to all West LRT Project questions as well)

Why is The City no longer completing the West LRT Land Use Study?

What will happen to the work that initially took place for the West LRT Land Use Study?

Will there be an ARP process in my community?

How can I get involved in the process for what's going to take place next?

### **Goals/Objectives**

- To ensure affected internal and external stakeholders receive accurate and relevant project information in a timely manner
- To establish good relations with the community
- To mitigate project impacts
- To gain support from the affected stakeholders
- To ensure engagement supports tight timeline
- To receive Council approval for the project to proceed
- To work collaboratively with the West LRT Project team
- The alignment of the West LRT route is not negotiable and is outside the scope of this process.

Avoidances – confusion with West LRT and the Relocation of Ernest Manning projects

### **Stakeholders**

There are three separate pieces to this project: Ending of the West LRT Land Use Study, The Sunalta ARP and the Westbrook Station Area Plan.

#### **1. Ending of the West LRT Land Use Study**

Existing Community Advisory Committee  
Community Associations  
Community Residents & Land Owners  
Community Business Owners  
Ward Aldermen

#### **2. The Sunalta ARP**

Community Advisory Committee – (participants are being chosen by the Project Lead, the Ward Alderman, and the Community Association President because of time limitations)  
Community Association  
Community Residents & Land Owners  
Community Business Owners  
Ward Alderman  
Best West LRT (specifically their concerns related to the above-grade station design, and the respective land use)

#### **3. Westbrook Station Area Plan**

Land Owners  
Adjacent Property Owners  
Community Residents  
Community Advisory Committee (Re-configure West LRT Land Use Study CAC)

**Other Common Stakeholders:**

City Council  
Community Associations  
Media  
CBE  
Government of Alberta

Affected City Business Units: Transit, Land Use Planning, Community & Neighborhood Services, Parks, Recreation, and Transportation Planning, West LRT Project Team

**Sensitivity/Risk**

**Political Sensitivity** – Medium High - because of its relationship to the West LRT Project and because of its history

**Time Sensitivity** – High - Very time sensitive.

**Resource Sensitivity** – Medium – This is a priority project but resources will also have other projects on the go.

**Stakeholder Sensitivity** – Medium High– because of their relationship to the West LRT Project and because of past involvement with this project

**Promises made to stakeholders include** - Have promised a new or revised ARP for the Sunalta Community.

**Considerations -**

- Risk of confusion on scope of the different projects happening at the same time and who to contact.

**Techniques/Tactics**

**1. Ending of the West LRT Land Use Study**

**Final Community Advisory Committee Meeting – Level of Involvement: Listen & Learn**

This will be a meeting to formally end the West LRT Land Use Study and thank the participants for their involvement. This session will inform them of what will happen to the input they have given, the evolution of the project, what next steps will take place, and further opportunities for participants to get involved in the next phase of targeted land use planning (if applicable). The City will listen to any concerns they have regarding the next steps as well as comments on the past process.

**Newsletter – Level of Involvement: Inform**

As part of the West LRT Newsletter, there will be a piece written informing stakeholders that the West LRT Land Use Study is ending and what will happen to the input that was gathered.

**West LRT web site - Level of Involvement: Inform**

As above.

2. **The Sunalta ARP** – (Note there may be a speakers event as part of the external launch for this project as requested by the Community Association)

**Community Advisory Committee – Level of Involvement: Consult**

The committee will be meeting monthly beginning in September to give input into the draft of the ARP.

**Information Session (Open House) – Level of involvement: Listen and Learn**

Once the draft ARP is completed with input from the Advisory Committee, it will be taken to the community and public for input. Estimated time frame: January 2009.

3. **Westbrook Station Area Plan** (*The first phase is the area bounded by Bow Trail, 33<sup>rd</sup> Street, 37<sup>th</sup> Street and 17<sup>th</sup> Avenue SW; the second phase will include the larger TOD area as realigned from 600m radius.*)

**Internal Charrette – Level of Involvement: Consult**

To gain input from internal City Business Units as to what is possible on this site. Estimated time frame: end of July 2008.

**Stakeholder Meeting/Charrette – Level of Involvement: Consult**

An opportunity to get input from the affected landowners.

**Information Session (Open House) – Level of involvement: Listen and Learn**

Once the Phase 1 draft plan is completed, it will be taken to the community and public for input. Estimated time frame: December 2008.

Other techniques include the following: One-on-one meetings with Land owners within the study area, a Community Advisory Committee and an Open House.

May use the West LRT Station Design Committees to gain input.

**Common Techniques:**

**Websites – Level of involvement: Inform and Listen & Learn**

It will be important to set up a place for stakeholders to get information on these projects. There will need to be a coordinated effort with the West LRT Project so that both sites are connected and updated appropriately.

*Please note:* Certain stakeholder groups have already been consulted – e.g. The Calgary Board of Education is working with The City on the closure of Ernest Manning High School

**Alignment**

It is imperative for the success of this project that it be aligned with the West LRT Project and the Relocation of Ernest Manning Project. Communication between all teams is already happening, but may need a formalized structure to ensure that continues.

**Required Resources**

- Ending of the West LRT Land Use Study – Report of all input received so far is being put together by Steve Jones (LUPP)
- Sunalta ARP – Thom Mahler (LUPP) is project lead and has Bing Thom working as a consultant
- Westbrook Station Area Plan – Thom Mahler (LUPP) is project lead and Gary Andrishuk (IBI) is working as a consultant
- Other resources are TBD

**Evaluation**

- TBD

**Reporting**

- TBD

**APPENDIX F**

**Ernest Manning High School**

The project involves Alberta Infrastructure, Calgary Board of Education and City of Calgary. Funded by the Province of Alberta and City of Calgary, a new school will be built to Alberta Infrastructure and Calgary Board of Education standards and will open by January 2011 with the move for the students taking place after final exams.

There are two stages to this project: relocating the old school and opening the new one. A Steering Committee comprised of members from Alberta Infrastructure, Calgary Board of Education and City of Calgary will oversee the communication and engagement process pertaining to both stages.

Given the nature of the project and the jurisdictional prerogatives involved, Calgary Board of Education will lead the communication and engagement process in collaboration with Alberta Infrastructure and City of Calgary.

In order to inform and engage stakeholders in a timely manner, Calgary Board of Education will undertake the development and implementation of a communication and engagement process once the Tripartite Agreement has been ratified. Although not directly responsible for the day-to-day management of the communication and engagement process, Alberta Infrastructure and City of Calgary will be closely involved to ensure alignment and consistency with their respective corporate policies and communications protocols.

**APPENDIX G**

**Calgary Transit – Bus Routes Realignment**

**DRAFT Public Engagement Outline**

**PURPOSE** – In consultation with communities adjacent to the West LRT project, create a Calgary Transit service plan for the West LRT area that will identify:

- the routing of buses and appropriate levels of service for all routes serving West LRT stations
- routes and service levels for areas within this area of the city that will be revised in association with the new line (e.g. routes that will not serve WEST LRT but will not be needed in the West LRT service area).

**1. Formation of Two Transit Service Plan Committees - Late September 2008.**

- Two Committees - one to help create a bus route plan for east of Sarcee Trail / west of Crowchild and the other for west of Sarcee.
- There are 10 communities west of Sarcee Tr and 14 east of Sarcee (plus perhaps Scarboro / Sunalta)
- Each community association will nominate two people to sit on a West LRT transit service consultation team for their area. Nominees preferably would be people who are current transit customers and able to represent the community on traffic / planning issues.
- The purpose of the committees would be to work directly with Calgary Transit planning staff to create a draft bus service plan for their area. There may be some cross over between committees given that several current routes serve both areas.

**2. Initial Transit Service Planning Committee Meetings - mid October 2008**

Initial meetings to outline the proposed process, objectives, scope, timelines, and identify issues.

Committee discussions will begin by reviewing the Calgary Transit/Transit Planning draft bus routing plan that has been prepared as part of the station design process for the purpose of identifying the approximate number of bus routes required to serve each station and how these routes will access the stations.

**3. Initial Open Houses – November – dates TBC**

Hold two initial open houses in the respective areas to outline the process and seek feedback from residents, transit users, other stakeholders on what they would like to see in the new service plan.

**4. Transit Customer Survey - September / October**

Calgary Transit will be conducting an onboard survey of all transit routes within the West LRT service area to determine current ridership origins and destinations, rationale for transit use, and identify issues. This information will be invaluable for assisting in the process and validating proposed transit service changes.

**5. Transit Service Planning Meetings - January to June (or later depending on the number of issues to be resolved)**

- Hold meetings of the planning committees as required to determine the most appropriate service plan.

**6. Public Information Sessions - Late Spring or Early Fall 2009**

- Hold two open houses (one in each area) to display proposed transit service plan - seek feedback on any options, outline next steps, etc.

Typically, the recommended service plans do not go to LPT or Council provided that there are no irresolvable issues. The model for previous service plans has been to work with the area Aldermen and Community Associations.

**APPENDIX H**  
**Stakeholder List**

### Stakeholders – Common to All Zones

EXTERNAL – MEMBERS OF THE PUBLIC	INTERNAL - CITY
<ul style="list-style-type: none"> <li>• Adjacent residents and businesses</li> <li>• Transit users</li> <li>• Youth and children</li> <li>• Seniors</li> <li>• Immigrants</li> <li>• Federally &amp; Provincially elected members</li> <li>• Federation of Calgary Communities</li> <li>• Community Associations (as defined by the Federation of Calgary Communities)</li> <li>• Commuters – Road Users</li> <li>• Academic Institutes within the Project area               <ul style="list-style-type: none"> <li>○ Private, Independent, and Post-secondary</li> </ul> </li> <li>• Calgary Board of Education</li> <li>• Calgary Catholic School District Board</li> <li>• Canadian Pacific Railway</li> <li>• Churches, Temples, Mosques, Synagogues</li> <li>• School bus companies</li> </ul>	<ul style="list-style-type: none"> <li>• Members of Council</li> <li>• City technical experts, including planners, urban designers, architects, a range of related City Business Units, i.e. Community Neighbourhood Services (southwest)</li> <li>• Access Calgary</li> <li>• Calgary Housing Company</li> <li>• Plan It Calgary</li> <li>• Calgary Transit</li> <li>• Tri-Services (Police, Fire, EMS)</li> </ul>

### Stakeholders - Specific to Each Zone

Zone 1 (11 Street S.W. – 33 Street S.W.)	
<ul style="list-style-type: none"> <li>• Sunalta Community Association (CA)</li> <li>• Scarboro CA</li> <li>• Downtown West CA</li> <li>• Killarney CA</li> <li>• Shaganappi CA</li> <li>• Mewata Armoury</li> <li>• TELUS World of Science</li> <li>• Calgary Parks and Recreation</li> <li>• Calgary Parks Foundation</li> <li>• Millennium Park users</li> <li>• Greyhound</li> <li>• 10 Avenue Businesses north side</li> <li>• 10 Avenue Businesses south side</li> <li>• Calgary Ski Club</li> <li>• Kerby Centre</li> <li>• Calgary Drop In Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Jacques Lodges and Calgary Metropolitan Foundation</li> <li>• Shaganappi Golf Course</li> <li>• Women’s Shelter</li> <li>• Mustard Seed</li> <li>• Salvation Army</li> <li>• Community of Downtown West</li> <li>• Community of Sunalta including Sunalta West</li> <li>• Community of Scarboro, including Upper Scarboro</li> <li>• Community of Shaganappi</li> <li>• Community of Killarney</li> </ul>

<b>Zone 2 (33 Street S.W. – Sarcee Trail)</b>	
<ul style="list-style-type: none"> <li>• Glendale / Glendale Meadows Community Association (CA)</li> <li>• Westgate CA</li> <li>• Rosscarrock CA</li> <li>• Spruce Cliff CA</li> <li>• Glenbrook CA</li> <li>• Glamorgan CA</li> <li>• Wildwood CA</li> <li>• Businesses in the Westbrook Mall area (37 Street, Bow Trail, 33 Street 17 Avenue)</li> <li>• 20 Vic (Westbrook Mall operator)</li> <li>• Ernest Manning High School</li> <li>• Westbrook Professional Building</li> <li>• Shaganappi Village</li> </ul>	<ul style="list-style-type: none"> <li>• 17 Avenue Businesses and property owners between 33 Street S.W. and Sarcee Trail</li> <li>• Tri-Services at 45 Street and 17 Avenue S.W.</li> <li>• Alberta Motor Association</li> <li>• Westland Centre (commercial space on Glenside Drive)</li> <li>• Calgary Board of Education</li> <li>• Community of Glendale</li> <li>• Community of Westgate</li> <li>• Community of Rosscarrock</li> <li>• Community of Spruce Cliff</li> <li>• Community of Glenbrook</li> <li>• Community of Wildwood</li> <li>• Community of Glamorgan</li> </ul>

<b>Zone 3 (Sarcee Trail – 73 Street S.W.)</b>	
<ul style="list-style-type: none"> <li>• Signal Hill Community Association (CA)</li> <li>• Strathcona CA</li> <li>• Crestmont CA</li> <li>• Springbank Hill CA</li> <li>• Discovery Ridge CA</li> <li>• West Springs / Cougar Ridge CA</li> <li>• Coach Hill-Patterson Heights CA</li> <li>• Signal Hill CA Calgary Islamic Centre</li> <li>• West Market Square (Sunterra Market, etc...)</li> <li>• Wentworth Manor</li> <li>• Skateboard Park users</li> <li>• Westside Recreation Centre</li> <li>• Businesses inside Westside Recreation Centre</li> <li>• 85 Street S.W. Businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Ambrose College</li> <li>• Rundle College</li> <li>• Calgary Board of Education</li> <li>• Community of Richmond</li> <li>• Community of Signal Hill</li> <li>• Community of Signature Park</li> <li>• Community of Westhills</li> <li>• Community of Discovery Ridge</li> <li>• Community of Springbank Hill</li> <li>• Community of Aspen Woods</li> <li>• Community of Strathcona Park</li> <li>• Community of Christie Park</li> <li>• Community of East Springbank Hill</li> <li>• Community of Coach Hill</li> <li>• Community of Patterson</li> <li>• Community of Prominence Point</li> <li>• Community of West Springs Keturah</li> <li>• Community of Cougar Ridge</li> </ul>

**APPENDIX I**

**Issues List**

**Related Directly to Six\* Station Areas**

**16 Street S.W. Station**

- Station interface with Sunalta Community
- Sunalta Area Redevelopment Plan (ARP) compatibility
- Construction impacts to businesses on north side of 10 Avenue and other stakeholders who lease land from CPR, including Greyhound
- 10 Avenue commercial parking in Sunalta during construction on CPR lands
- Impacts to Millennium Park

**26 Street S.W. Station**

- Shaganappi Golf Course – construction impacts to schedule, users, design, etc...
- Pedestrian bridge location and design
- Impacts to Jacques Lodges
- Road closures and access

**Westbrook Station**

- Transit Oriented Development (TOD) and land use conception plan
- Feeder Bus routes
- Ernest Manning High School

**45 Street S.W. Station**

- Feeder Bus routes and stops
- At-grade crossing at 45 Street S.W.
- Road closures and access
- Tri-Service accessibility to 17 Avenue S.W. and 45 Street S.W.

**Signal Hill Station**

- TOD
- Feeder Bus routes and stops
- Costello Boulevard Area– Opening 58 Street S.W. to exclusive Calgary Transit use, which will include a bus trap between Christie Park Manor and Strathcona Drive
- At-grade crossing at Costello Boulevard/Sirocco Drive
- Impacts to the Calgary Islamic Centre
- Pedestrian Bridge
- Christie Park Gate

### 69 Street S.W. Station

- Feeder Bus Routes and stops
- At-grade crossing at Christie Park Gate
- Park and Ride – visual impact, interface with Westside Recreation Centre
- Bus Loop at Westside Recreation Centre
- Ernest Manning Relocation - construction scheduling and coordination with Rundle College and Ambrose College.

\* **11 Street S.W. Station** – is located at the meeting points of the West LRT Project and the 7 Avenue LRT Refurbishment Project on the west end of 7 Avenue, each project managed by a separate project team. The two project teams will coordinate and share the design and construction of 11 Street S.W. Station and the area where the future West LRT line will join the existing Northeast LRT line.

Specifically, the two project teams will be responsible for the following items between 9 Street S.W. and 11 Street S.W. on 7 Avenue:

- **7 Avenue LRT Refurbishment Project**
  - Design for the 11 Street S.W. Station, which will have the same look and feel as the 1 Street S.W. Station
  - Design for the station integration with the adjacent properties
  - Public engagement and communication on the station design and its integration with the adjacent properties
  - Construction of the 11 Street S.W. Station and its integration with adjacent properties
  - Removing the existing 10 Street S.W. Station once the 11 Street S.W. Station is complete
  - Landscape and Streetscape to ensure consistency along the 7 Avenue Transit Corridor
  - Public Art
- **West LRT Project**
  - Coordinate the connection between the Northeast LRT to the future West LRT
  - Design and construct the Calgary Transit operation systems between 9 Street S.W. and 11 Street S.W.

The construction of the 11 Street S.W. Station will begin in late 2010 and will be coordinated to be complete for the West LRT Line's completion date in December 2012.

### Public Engagement

Due to the unique and permanent changes to the properties along 7 Avenue adjacent to the 11 Street S.W. Station the engagement process will be handled outside of the scope of the West LRT Public Engagement Plan. Stakeholders in the 11 Street S.W. area will continue to be updated on West LRT-related items and are welcome to attend West LRT public events. The Downtown West Community Association will be engaged on both projects due to their community association boundaries.

The 11 Street S.W. Station public engagement process will begin in Fall 2008 and stakeholders will be engaged at a variety of *engage!* Spectrum levels such as *Inform, Listen & Learn* and *Consult*.

## **APPENDIX J**

### **Issues - Engagement Levels Table**

**Stage 1**

“Within site (or station)” – defined as the station and station area; for example, station platform, Park and Ride, bus bays, and pedestrian access as part of the Design-Build Request for Proposal (RFP).

“Outside site” – defined as the area outside of the West LRT stations and area; for example road intersections, pedestrian and cyclist pathway access, pedestrian bridges, etc. as part of the Design-Build RFP.

<u>Issues</u>	<u>Engagement Levels</u>
Track and Rail Systems	
Rail Profile (vertical)	Inform
Elevated Guideways Aesthetics	Listen & Learn
Rail Crossings – to control LRVs	Inform
Rail Signals – to control LRVs	Inform
Station	
Canopy	Collaborate
Platform Location & Configuration (i.e. whether it is a centre-load station or a side-load station)	Inform
Circulation & Processing Area – passenger flow, ticket purchase area and access to station platform.	Consult
Passenger Safety – it is outside the West LRT RFP scope and will be addressed and enforced by Calgary Transit and the Calgary Police Service.	Listen & Learn
Crime, incl. CPTED against property and people.	Consult
Signage – prescribed by Calgary Transit’s guidelines	Listen & Learn
Furniture Placement (location, not type)	Consult
Stairs, Escalators & Elevators	Listen & Learn
Materials	Listen & Learn

Lighting	Listen & Learn
Service Rooms – Calgary Transit operations and maintenance.	Inform
Station Name	Listen & Learn
Art (within station)	Listen & Learn
Station Surroundings	
Bus Access (within site) – define by how buses access and egress the station area.	Listen & Learn
Bus Stop/Bay/Terminal Locations (within site)	Listen & Learn
Pedestrian Access (within site)	Consult
Bicycle Access & Facilities (within site)	Collaborate
Park-and-Ride (within site)	Listen & Learn
Kiss-and-Ride (within site)	Listen & Learn
Streetscape – for example, benches, garbage receptacles, lamp posts, etc...(within site)	Collaborate
Streetscape at Westbrook (within site)	Listen & Learn
Landscaping (within site)	Collaborate
Traffic and Detours	
Road Intersection Design <ul style="list-style-type: none"> <li>• Turning Lanes</li> <li>• Level crossings</li> <li>• Pedestrian &amp; Cycle crossings</li> <li>• Laneways</li> </ul>	Listen & Learn
Road Traffic Signals	Listen & Learn
Detour Requirements (outside work zone)	Consult
Detour Requirements (inside work zone)	Inform
Road Detour / Closure Notifications	Collaborate
Road Closures, incl. permanent closures of	Collaborate

Streets on north side of 17 Avenue S.W.	
Construction Staging – To be determined by the Design-Build contractor; for example, when and where construction will begin and how it will proceed.	Listen & Learn
Pathways & Cyclist Routes (connection between the station and existing pathway networks)	Consult
Pedestrian & Cyclist Bridges (outside site)	Listen & Learn, if required
Other	
Noise Walls – Aesthetics and Location)	Consult
Portals, Bridges, Tunnels (outside site)	Inform

**Stage 2 – Not included in the Design-Build RFP**

<u>Issues</u>	<u>Engagement Levels</u>
Noise Walls - sound attenuation modeling, testing, and heights.	Inform – these noise attenuation elements are done prior to the RFP by an acoustic specialist. The heights of the noise walls will be included in the RFP once the height measurements are determined by the acoustic data from the models.
Transit Integration & Bus Routes (outside site) – see Appendix G.	Consult- Calgary Transit will lead a parallel public engagement process on future bus routes in the West LRT service area.
Landscaping (outside site) – includes tree planting.	Consult
Tree Relocations – a tree inventory is under way to survey and evaluate the existing trees along the alignment to determine which ones can be transplanted and which ones will be permanently removed.	Listen & Learn
Urban Design (outside site) including pedestrian and bicycle pathways, and the connectivity between communities.	Collaborate

Civil Infrastructure Aesthetic Enhancements (i.e. bridges, pathways outside site)	Consult
Urban Design at Westbrook (outside site)	Listen & Learn
Skate Parks	Collaborate
Tri-Services – Fire, EMS and Police	<p>Inform</p> <p>Council motion adopted on June 9, 2008 directing Administration to investigate the requirements for the relocation of Emergency Services from the corner of 17 Ave and 45 St SW to another location and report to Council by November 2008 does not provide an opportunity for citizens to engage on Tri-Services items for the West LRT Project as City Administration is addressing access and construction-related items directly with Tri-Services.</p>
Land Use Plans – Future Transit Oriented Developments and Area Redevelopment Plans	<p>Land Use Planning and Policy will lead a parallel public engagement process. It will focus on land developments along the West LRT alignment, such as the Sunalta Area Redevelopment Plan and the Westbrook Transit Oriented Development site and other stations. This process is not part of the Design-Build RFP.</p>

## **Appendix K**

### **Individual Station Committees**

### 1.0 Allocation & Membership

- There will be five (5) Committees which will be allocated as follows:
  - 16 Street SW
  - 26 Street SW
  - Westbrook
  - 45 Street SW
  - Signal Hill / 69 Street SW
- Each Committee will have no less than five (5) members and a maximum of twelve (12) representatives of a cross-section of the stakeholders listed in Appendix H.
- Committee Membership will be opened to every Stakeholder who can be self-appointed or recommended by another Stakeholder such as a Community Association.
- West LRT Staff will publicize the engagement process to the largest extent possible to attract the maximum number of potential Committee Members.

### 2.0 Roles and Responsibilities of Committee Members

Each Committee is advisory to the West LRT Staff and will take part in the engagement process in accordance with The City of Calgary's Engage! Policy and Spectrum (Appendix A) on issues as identified in Appendix I.

In addition to participating in the engagement process in good faith, the Committee Members will:

- Commit to attending all Meetings
- Provide timely feedback and input on the Issues.
- Help identifying issues and opportunities
- Exchange information with other citizens who wish to provide input through a Committee member
- Provide input into the process that reflects the interests of the Stakeholders in the West LRT service area
- Assist West LRT Staff in facilitating meaningful public engagement throughout the engagement process.

### 3.0 Roles and Responsibilities of West LRT Staff

In addition to participating in the engagement process in good faith, the West LRT Staff will:

- Responsible for calling the meetings, preparing and circulating the meeting agendas and background materials to the Committee Members.
- As a general rule, agendas and background materials will be circulated to Committee members at least two (2) business days before meetings.
- Provide Committee Members with balanced and objective information
- Provide policy directions, solutions, and ideas to address issues and opportunities identified before and during the engagement process
- Facilitate meaningful public engagement throughout the engagement process

- Be responsible for final approvals and decisions
- Instruct any contractor or third party in accordance with the engagement process
- When appropriate, report back to Council on the progress of work being undertaken in the engagement process
- When appropriate, make recommendations to Council

**4.0 Designation and Responsibilities of Chairperson**

Each Committee will nominate one of its members as the Chairperson for the duration of the engagement process.

**5.0 Tenure**

Committee Members will be appointed for the duration of the two (2) stages of the public engagement process.

**6.0 Meetings**

A minimum of fifty (50) percent of the members of the Committee constitutes a quorum at any meeting.

The West LRT office will provide a Note Taker to attend Committee Meetings, prepare Meeting Notes and distribute to Committee Members in a timely manner. The Note Taker will ensure the project website contains the most recent information on this process.

**Appendix L**  
**Sarcee Trail / 17 Avenue Interchange**

On June 9, 2008, through Report LPT2008-30 recommendation #5, City Council directed City Administration to conduct a coordinated design review of the West LRT alignment from 47 Street S.W. to Sirocco Drive S.W. and the 17 Avenue/Sarcee Trail interchange and report to the SPC on Land Use, Planning and Transportation by 2008 September.

As part of this design review, the West LRT Office hosted two public information sessions on Thursday, July 22, and Tuesday, August 7, 2008. These information sessions displayed four interchange concepts and one interchange concept that the project team will recommend to the Standing Policy Committee on Land Use, Planning and Transportation. Design and Construction considerations and constraints were also on display. The project team is recommending the interchange construction happen during the West LRT construction.

If the interchange construction is approved, the project team will continue to work on the detailed design, which will include further public engagement opportunities. Please refer to the next page for a summary of the two public information sessions.

	<h2 style="color: #800000;">17 Avenue / Sarcee Trail Interchange Public Information Session</h2> <p style="color: #800000;">Strathcona Community Association – July 22, 2008 Westgate Community Association – August 7, 2008</p>	
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Attendance: ~221	# of Feedback Forms filled out – 97
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<b>Community Representation</b>	20	<ul style="list-style-type: none"> <li>• Christie Park</li> <li>• Cougar Ridge</li> <li>• Downtown West</li> <li>• Glenbrook</li> <li>• Glendale</li> <li>• Glenmorgan</li> <li>• Killarney</li> <li>• Oakridge</li> <li>• Rosscarrock</li> <li>• Scarboro</li> <li>• Shaganappi</li> <li>• Signal Hill</li> <li>• Signature Park</li> <li>• Sunalta</li> <li>• Strathcona</li> <li>• Springbank Hill</li> <li>• Sunalta</li> <li>• Wentworth</li> <li>• Westgate</li> <li>• West Springs</li> </ul>
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## SUMMARY of COMMENTS RECEIVED

COMMENT	# of responses
Concerns about increase in noise	24 (20%)
Impacts on environment and recreational	16 (13%)
Bicycle and Pedestrian access	13 (11%)
Concerns about traffic congestion on 17 Avenue due to Interchange	13 (11%)
More design details required (cross sections, distances to road, heights, etc...)	12 (10%)
Support for concept #2 <sup>(1)</sup>	10 (8%)
Support for preferred design	8 (7%)
No at-grade LRT crossings	8 (7%)

<sup>(1)</sup> Some attendees preferred Concept #2 stating the loss of green space is a negative impact to the communities and recreation space. The green space is within the road right of way.

**Other comments (less than 5%)**

- Bury the West LRT
- Concerns about impacts during construction including damage to house foundations
- Decrease to property value
- Better communication required concerning pros and cons of each option
- Crime increase
- Support for Concept #3
- Focus on the LRT and do not focus on improving the road network
- Information required on the Calgary Transit bus routes revisions
- Concerns about water pooling and drainage

**General Analysis**

- Increase in noise was the most popular topic.
- General comments in conversation and feedback forms included all interchanges must accommodate free flow traffic (clover leaf). Some people saw two traffic signals replacing one traffic signal as a step backwards.
- Some attendees wanted more details on the heights of structures, distances, cross-sections, and information to help them see how far away the road/interchange would be from their properties.

**Communications next step**

- Provide information on why cloverleaf interchanges are undesirable.
- Provide information on each interchange concept, the limitations for each one and points on why the preferred design is recommended.
- Explain the public engagement strategy for fall 2008 regarding the 17 Avenue /Sarcee Trail Interchange and how it fits in with the West LRT project.
- Provide information on the current noise attenuation testing currently underway.
- Explain the road right of way and why the green space is not primarily a recreation venue.