Snow and Ice Control Policy Review 2022

Engage Resource Unit Report Back: What we heard report

May 2022



Snow and Ice Control Policy Review

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May 2022

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Snow and Ice Control Policy Review

Engage Resource Unit Report Back: What we Heard

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Executive Summary

The key objective of the City's Snow and Ice Control Policy review is to update The City's Snow and Ice Control Policy (CP2021-01), which has not been updated since 2011, to ensure it meets both the strategic needs of The City as well as the needs of the community. The updated policy should consider current organizational, strategic and community requirements.

Tactics

This report covers the engagement undertaken between March 1 – April 19, 2022. Engagement tactics took place both online at (www.engage.ca/snow) and through a series of online briefings with special interest and community of practice groups. Social media was also incorporated into the listen and learn campaign.

Tactic	Result
+social media	+410,523 impressions, 3,679 link clicks
+portal page	+6,554 visitors, 2,691contributions
+community groups	+25 touchpoints

Community Needs and Insights Themes

The project learned about the public's needs, wants and requirements as well as how they interacted with The City's Snow and Ice Control program. The statements below synthesise needs and insights gathered throughout the engagement process.

Needs	Insights
+ Accessibility	+ Access for all modes of mobility (also see equitable)
+ Assistance	+ More assistance for the public
+ Equity	+ Equitable delivery of services throughout the city
+ Resources and removal	+ More resources and a more efficient use of them
+ Safety and wellbeing	+ People want to feel safe travelling through their communities

Needs of the Community

Accessibility concerns included all modes of mobility including walking or rolling through a crosswalk, to picking up your mail, catching the bus, dropping kids off at school, or trying to get out of your own driveway.

Assistance for seniors and mobility challenged citizens to clear snow from their sidewalks to get to Transit and other areas in the neighbourhood or risk becoming house bound.

Equity for snow and ice control services with response time and resources throughout the city and the communities in it.

Resources and removal needed more efficient use of resources and more of them, along with the removal of snow from roadways and paths.

Safety and well being encompasses both physical and mental health concerns. Vehicular accidents, slips and falls, as well as social isolation, are noted as biggest impact.

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Snow and Ice Control Policy Review

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Project Overview

The City of Calgary Mobility business unit is responsible for administering The City's Snow and Ice Control (SNIC) program and is committed to helping make Calgary safe for pedestrian and vehicle passage according to the City-Council approved policy and priority system (i.e., the seven-day snow plan).

The Snow and Ice Control Policy (CP2021-01) is necessary to make a clear statement of the intent of the City of Calgary winter maintenance operations and establish the priorities, standards and service levels of the snow and ice control program. An effective and efficient snow and ice control program is necessary to allow the municipality to function under winter weather conditions to reduce snow and ice hazards and to provide reasonable winter mobility on City infrastructure including roadways, sidewalks and pathways.

The intent of the SNIC program is to minimize economic loss to the community, reduce the inconvenience and hazards of winter conditions for motorists, cyclists and pedestrians, and facilitate the operation of Calgary Transit and Emergency Services vehicles.

SNIC services are performed by several City of Calgary business units (BUs), however the largest portions of public infrastructure are cleared by Mobility (formerly: Roads). Mobility engaged several community stakeholders to identify common concerns related to accessible snow and ice control services.

Project Objectives

The project objective is to update the Snow and Ice Control Policy (CP2021-01) and ensure the effective and equitable delivery of The City's SNIC Program. Additional goals include:

- Shape future service level priorities that consider public safety, climate change, mobility, equity and accessibility
- Confirm service levels are inclusive of the mobility needs of all Calgarians
- Improved safety for Calgarians
- Increased long-term stability of the program and effectiveness of services
- Ensure policy is consistent with legislative, organizational and community needs.

Engagement Scope and Overview

The Engage Portal Page

The Engage portal page (https://engage.calgary.ca/snow) was open for input from March 1-25, 2022. The table below shows how many users visited the website and the degree of participation.

Metric	Description	Number
Visitors	The number of unique public or end-users to a Site. A Visitor is only counted once, even if they visit a Site several times in one day.	6,554
Visits	The number of end-user sessions associated with a single Visitor.	7,972
Views	The number of times a Visitor views any page on a Site.	8,576
Contributors	The unique number of Visitors who have left feedback or Contributions on a Site through the participation tools.	2,305
Contributions	The total number of responses or feedback collected through the participation tools.	2,691

Social media

Social calendar content ran from March 1- 25, 2022 on popular social platforms including Facebook and Twitter. This campaign performed very well, achieving 410,523 impressions and 3,679 link clicks.

Briefings (virtual)

Briefings are defined as presentations to organized groups to raise awareness, impart information, answer questions and generate interest in participating. Two briefings were held with external participants (2 meetings, 25 attendees).

Briefing 1: Disability Action Hall & Poverty Talks!: March 30, 2022, 1:30 pm – 2:30 pm (6 attendees)
Briefing 2: 2022 Older Adult Advisory Table: April 19, 2022 (19 invitees)

What We Asked

Engage portal page

The Snow and Ice Control Policy Review portal page, https://engage.calgary.ca/snow, offered three mechanisms for engagement, including 1) *Feedback form* with nine questions divided into three sections, 2) *Ask the Expert* where participants could ask a question and a response would be provided by a subject matter expert and 3) *Conversation Corner* where participants could post their own comments and have conversations with other participants.

Feedback Form

Section1: Tell us a bit about yourself.

1. Which part of Calgary do you live in?
2. How do you most often travel throughout Calgary during the winter months?
3. Overall, how satisfied are you with Calgary's Snow and Ice program?

Section 2: Priorities, impacts and accessibility

4. For each of the following, do you feel the city should increase, decrease or maintain the current level of winter service? If you are not sure of the current service levels, please choose 'not applicable/unsure'.
5. Tell us about some of the challenges related to Calgary's Snow and Ice program that impact your quality of life?
6. The City's Snow and Ice program is not responsible for clearing all areas in your community. Thinking about accessibility, how supportive would you be of requiring adjacent residents to clear snow from the following?
7. What should be the biggest priority for Calgary's Snow and Ice program? Please rank the following options in order of importance, with the most important item on top.

Section 3: Moving Forward

8. Thinking about the next ten years, what changes would you like to see for Calgary's Snow and Ice program?
9. Is there anything else you'd like us to know in relation to Calgary's Snow and Ice program?

Briefings (virtual)

A power point presentation was given to participants explaining the project followed up with a discussion centered around the following questions:

1. Tell us about some of the challenges related to Calgary's Snow and Ice program that impact your quality of life?

2. What should be the biggest priority for Calgary's Snow and Ice program?

What We Heard

There is a consistent and common thread of themes and needs from all feedback received through the multiple tactics and approaches. This resulted in a consistent intersection of themes noted below.

1. Accessibility
2. Assistance
3. Equity
4. Resources
5. Safety and wellbeing

- **Residential, side roads, cul-de-sacs not being cleared**
  - Respondents were concerned about residential roads and side roads not being cleared in a timely manner, or not at all resulting in numerous impacts including but not limited to access to main or higher priority streets, dropping children off at school, access to mailboxes and bus stops, social isolation, personal safety, vehicular damage, multimodal use and missing work or commuting.
- **Creation of Windrows/Snowbanks**
  - Respondents were concerned about the creation of windrows and snowbanks by City snowplows or contractors, often after residents had cleared the areas they were responsible for (driveways and sidewalks) creating extra work for the homeowners as well as potentially physical and financial impacts. Windrows were also seen to block accessibility to transit and mailboxes.
- **Crosswalks / Intersections not cleared**
  - Respondents were concerned with mobility and access when it came to the crosswalks. Poor drainage and ice mitigation makes them extremely difficult to cross. The crossings are often blocked by ridges of ice created by snow clearance. The are comments stating that the walking and cycling infrastructure in unusable in the winter. There are lived experience stories where people have been seriously injured impacting their quality of life. Walking and rolling are affected including but not limited to mobility scooters, strollers, wheelchairs, etc.
- **Pathways & sidewalks not cleared properly**
  - Respondents are frustrated with the accessibility of pathways and sidewalks. They want to use the infrastructure but are not able to due to citizens, businesses and organizations, and even The City not clearing sidewalks and pathways. Some residents won't leave the house for fear of hurting themselves but then they are susceptible to social isolation and other mental health issues.
- **Responsiveness (7-day Plan)**
  - Some respondents mentioned there was not enough response to streets being cleared while others said there were too many pass throughs with snow plows when streets were bare or had been done already. There are many references to how other cities and the snow programs, suggesting a jurisdictional review may be needed. They are concerns with the 7-day plan. Respondents want equitable snow clearance throughout the city.
- **Resources**
  - Respondents want to see less waste of current resources citing redundant snow plowing on streets already cleared, or sanding trucks following each other on certain routes. Respondents want to see a more efficient use of resources, and more resources allocated to the broader network. They want snow removed and not just pushed to the side of streets. There are suggestions to follow best practices of other cities as well as better communication between business units They suggest more oversight of all snow clearing contractors as well as enhanced training for City staff.

Service Plans and Budgets WWHR Reviews

A review was completed of the Service Plans and Budgets 2019-2022 and 2023-2026 engagement for themes and values related to Snow and Ice Policy Review.

Service Plans and Budgets WWHR 2019 -2022

- Improve snow and ice control efficiency, responsiveness and funding to allow for accessible and safe roads, sidewalks and parking throughout the city (part of the top project themes)
- Reduces risk – The City works to reduce flooding from rain and snow melt that impacts homes, businesses and the community (Stormwater Management value, ranked second for importance)
- Improve maintenance, snow clearing and remove obstructions to sidewalks, pathways and crosswalks to ensure safe and accessible use. (Key theme for 'Sidewalks and Pathways')
- Prioritize snow and ice control along sidewalks and pathways to maintain accessibility and safe use through the winter months (Key theme for 'Sidewalks and Pathways')
- Ensure snow and ice control is provided on all streets across the city. (Key theme 'Streets')
- Improve maintenance, snow clearing and remove obstructions to sidewalks, to ensure safe and accessible use. (Key theme 'Streets')

Service Plans and Budgets WWHR 2023 -2026

- Prioritize snow and ice clearing along sidewalks and pathways to maintain accessibility and safe use through the winter months. (Key theme for Sidewalks and Pathways)
- Ensure snow and ice control is provided on all streets across the city. (Key theme Streets)
- Improve maintenance and snow clearing to ensure safe and accessible use. (Key theme Streets)
- Reduces risk: The City works to reduce flooding from rain and snow melt that impacts homes, businesses and the community. (Stormwater Management value, ranked second for importance)

Engage portal page

The following section is an overview of the feedback gathered from the Engage portal page (www.engage.calgary.ca/snow). We provided participants three areas for engagement.

For a verbatim listing of all the input that was provided, please see the separate Verbatim Responses document.

***Conversation Corner**:* We received 31 contributions with conversations revolving around methods, impacts and safety.

***Ask an Expert**:* We received 15 contributions and broken down into accessibility, roads, and several out of scope regarding the engagement process directly.

Feedback Form

We asked nine questions in three different areas: Tell us about yourself (questions 1-3), Priorities, Impacts and Accessibility (questions 4-7), and Moving forward (questions 8-9) with the following themes consistently present in each area. It is noted there is often a strong crossover between the themes as responses have been placed in several categories.

For a detailed summary of the input provided for questions 5, 8, and 9, please see the Summary of Input section.

Tell us about yourself

Question 1: Which part of Calgary do you live in?

As shown in the chart below, 31 percent of respondents live in the NW, 26 percent live in the SE, 24 percent live in the SW, 13 percent live in the NE, 4 percent live in city centre and 1 percent don't live in Calgary.

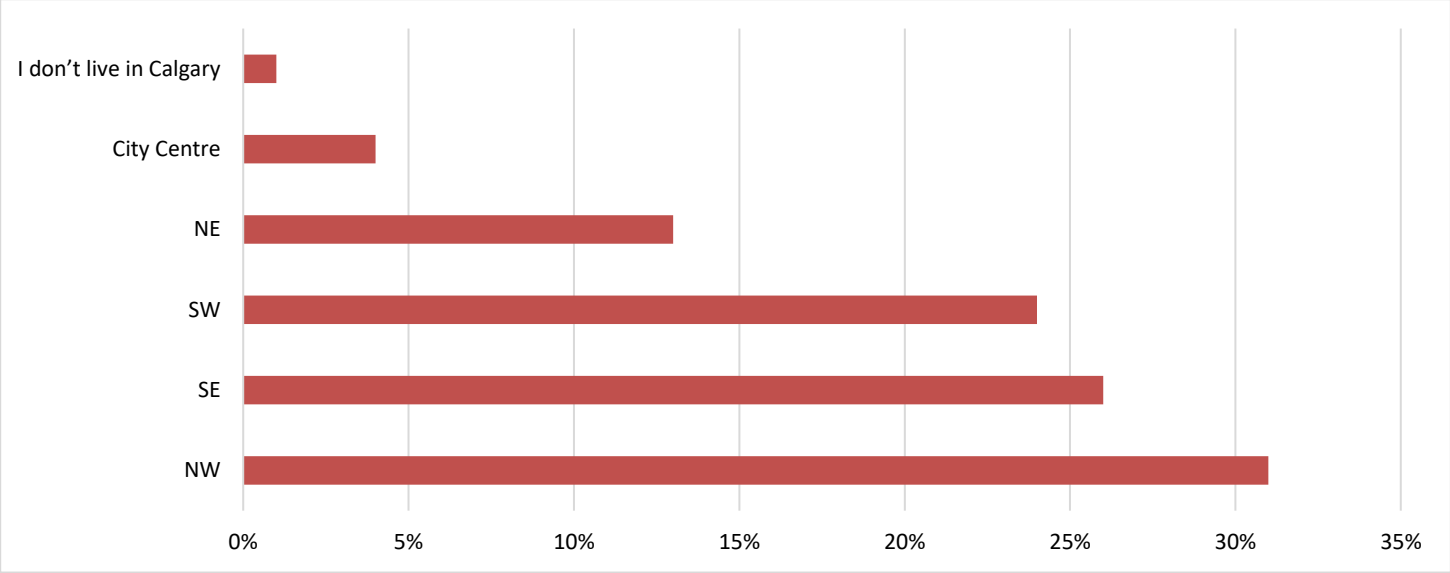


Figure 1. Which part of Calgary do you live in?

Question 2: How do you most often travel throughout Calgary during the winter months?

As shown in the chart below, 83 percent drive, 9 percent walk, 5 percent use transit, 3 percent cycle, and less then 1 percent of respondents use taxi or ride share or other mobility device.

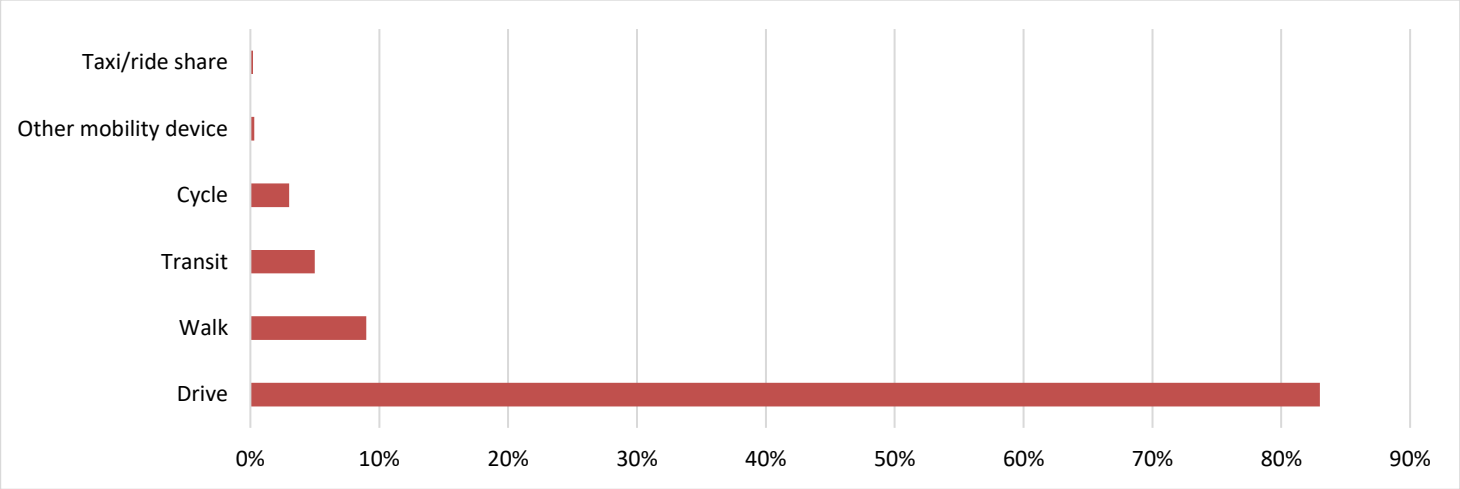


Figure 2. How do you most often travel throughout Calgary during the winter months?

Question 3: Overall, how satisfied are you with Calgary's Snow and Ice program?

As shown in figure 3 below, 42 percent of respondents are not satisfied, 28 percent are satisfied, 26 percent are not at all satisfied, while 4 percent are very satisfied.

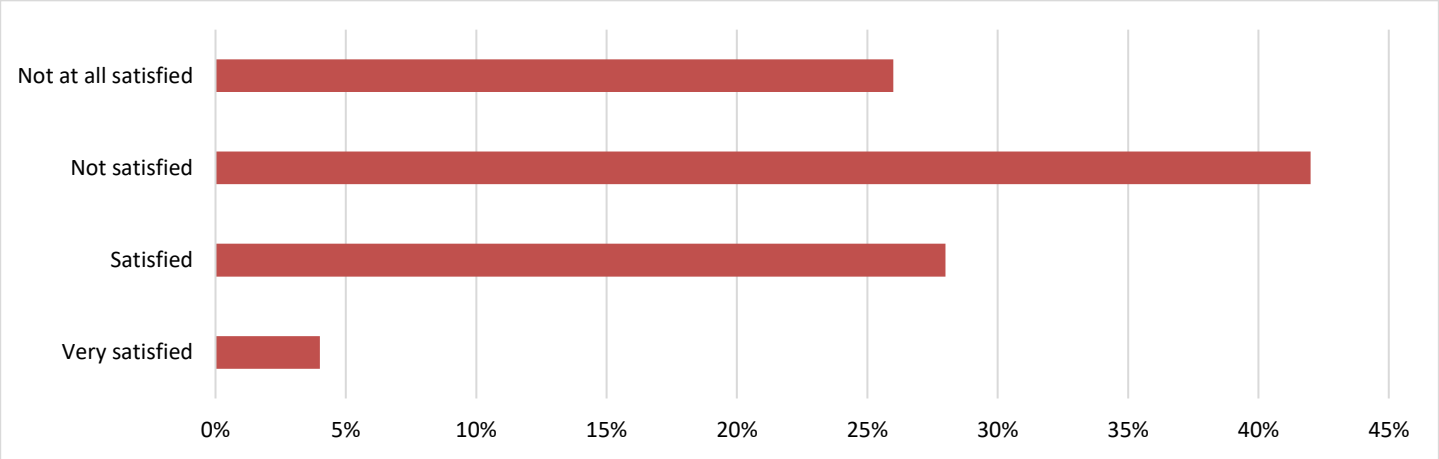


Figure 3 Overall, how satisfied are you with Calgary's Snow and Ice Program?

Priorities, Impacts and Accessibility

Question 4. For each of the following, do you feel the city should increase, decrease or maintain the current level of winter service? If you are not sure of the current service levels, please choose 'not applicable/unsure'.

	Increase level of service	Maintain level of service	Decrease level of service	N/A (unsure)
Bus Stops	35%	44%	2%	18%
Crosswalks / Intersections	59%	36%	1%	4%
Cycling infrastructure	19%	27%	34%	20%
Pathways	39%	44%	10%	7%
Public pedestrian walkways / Non-residential sidewalks	47%	42%	4%	7%
Roads - high traffic (doesn't include provincial highways (e.g., Deerfoot or Stoney Trail))	43%	52%	3%	1%
Roads - residential	66%	25%	8%	1%

Figure 4. For each of the following, do you feel the city should increase, decrease or maintain the current level of winter service? If you are not sure of the current service levels, please choose 'not applicable/unsure'

Question 5. Tell us about some of the **challenges** related to Calgary's Snow and Ice program that **impact** your quality of life?

Challenges and Impacts

The top five **challenges** raised with respondents were:

- Residential, side roads not being cleared
- Creation of Windrows/Snowbanks
- Crosswalks / Intersections not cleared
- Pathways & sidewalks not cleared properly
- Responsiveness

We also looked at **impacts** created by the challenges and the top five themes were:

- Personal safety
- Physical/mental health
- Melting snow and ice /and improper drainage
- Lack of accessibility
- Access to transit

Question 6: The City's Snow and Ice program is not responsible for clearing all areas in your community. Thinking about accessibility, how supportive would you be of requiring adjacent residents to clear snow from the following:

Engineered walkways (short connecting asphalt pathways between streets):

- 22 percent of respondents are very supportive
- 30 percent are somewhat supportive
- 48 percent are not at all supportive.

Windrows (build of snow next to curbs):

- 24 percent are very supportive
- 25 percent are somewhat supportive
- 51 percent are not at all supportive.

Lane crossing/ lane aprons (spaces where alleys exit onto the street between sidewalks):

- 29 percent are very supportive
- 30 percent are somewhat supportive
- 41 percent are not at all supportive

Question 7. What should be the biggest priority for Calgary's Snow and Ice program? Please rank the following options in order of importance, with the most important item on top (1) and the least important on the bottom (5)?

As seen in Figure 6 below, the three top priorities for Calgary's Snow and Ice program are Injury prevention and Safety (32 percent), Consistent winter maintenance across the city, regardless of how you get around (31percent) and Areas maintained in Winter are accessible and inclusive for all residents of all mobility levels (28 percent). The least important were Overall costs to taxpayers (11 percent) and Environmental sustainability of services and practices followed (4 percent).

	Biggest priority	Priority	Somewhat a priority	Not really a priority	Lowest priority
Areas maintained in winter are accessible and inclusive for all residents of all mobility levels	28%	32%	21%	14%	5%
Consistent winter maintenance across the city, regardless of how you get around	32%	23%	24%	14%	8%
Environmental sustainability of services and practices followed	4%	6%	13%	30%	47%
Injury prevention and safety	32%	28%	26%	11%	1%
Overall cost to taxpayers	11%	12%	16%	28%	33%

Figure 5. What should be the biggest priority for Calgary's Snow and Ice program?

Moving Forward

Question 8. Thinking about the next ten years, what changes would you like to see for Calgary's Snow and Ice program**?**

The top five themes raised with respondents were:

- Services to residential roads and alleyways
- Increased, consistent and equitable response times
- Snow removal and clearance
- Pathways and sidewalks
- Review and use of salt, gravel and pickle mix.

Question 9. Is there anything else you'd like us to know in relation to Calgary's Snow and Ice program?

The top five themes raised with respondents were:

- Better snow removal and clearance with specific mention of residential roads, sidewalks and pathways, and crosswalks and intersections.
- Resources and this included both the need for more resources and more efficient use of current resources
- Enforcement
- Response times
- Prioritization and consistency

For a detailed summary of the input that was provided for quest8ions 5, 8 and 9, please see the Summary of Input Section.

For a verbatim listing of all the input that was provided, please see the separate Verbatim Responses document.

Briefings

Briefing 1: Disability Action Hall & Poverty Talks!: March 30, 2022, 1:30 pm – 2:30 pm (6 attendees)

Key Findings
Briefing 1 resulted in the following key findings: better access to transit buses, mitigation of ice and snow, attention to curb cuts and crosswalks and intersections. Other concerns mentioned were access to public art installations, festivals and other tourism sites.

Disability Action Hall also provided lived experience stories, please see the Summary of Input section.

Briefing 2: 2022 Older Adult Advisory Table: April 19, 2022 (19 invitees)

Key Findings
Briefing 2 resulted in the following key findings: access to bus stops, mailboxes, and residential pathways. Concerns also included crosswalks, the removal of snow instead of just clearing it, and lack of enforcement. For the meeting minutes, please see the Summary of Input section.

Social media

Facebook achieved the highest level of engagement, with many comments stating things citizens are opposed to with the current 7-day plan. The overall sentiment was negative, with the majority of comments being negative.

- Many comments expressed opposition to clearing bike lanes, especially in residential neighbourhoods. Citizens felt bike lanes were being prioritized over roads and pathways.
- As expected, some comments asking that the 7-day snow plan include snow removal on residential streets.
- Complaints that when residential streets are being cleared, it is done late at night and the noise is disruptive.
- Questions about the pickle mix and if we should switch back to sand and gravel.
- A few comments implied citizens don’t know how/where to report a road that needs clearing and/or sanding.
- Comments stating that snow removal costs are too high; that snow removal should be managed by private contractors

Summary of Input

Engage portal page – feedback form (Questions 5, 8 and 9)

Question 5. Tell us about some of the challenges related to Calgary's Snow and Ice program that impact your quality of life?

Theme (Challenges)	Further explanation of why the theme was selected	Stakeholder Feedback (not edited)
Accessibility/Safety/ Resources Residential, side roads not being cleared	Respondents were concerned about residential roads and side roads not being cleared in a timely manner or not at all resulting in numerous impacts including but not limited to: access to main or higher priority streets, dropping children off at school, access to mailboxes and bus stops, social isolation, personal safety, vehicular damage, multimodal use and missing work or commuting.	"Residential and side roads are the worst. Also see too many homeowners shoveling their snow onto the street making matters worse." "Residential roads are never cleared and cars are always getting stuck. It is so hard to have to get to work on time when you can't get your car out of your street." "Walking and driving on residential streets is terrible. If Calgary has a lot of snow it's difficult to park your car on streets. Myself and my wife has a disability and it makes it harder. Side streets are not plowed good and lots of ice and snow. Not enough sand put on roads."
Accessibility/Safety/ Creation of Windrows/Snowbanks	Respondents were concerned about the creation of windrows and snowbanks by City snowplows or contractors, often after residents had cleared the areas they were responsible for (driveways and sidewalks).	"We expend great effort on clearing our sidewalks and driveway in a timely fashion every snowfall, only to have the city snowplows go by and create a big, rock-hard windrow across our driveway which AGAIN has to cleared! The city needs to do snow REMOVAL, as is done in other cities." "[…] Trouble with windrows left along curb by city/contractor snow grading; creates difficulty getting to vehicle when parked on street, plus less safe parking, plus ice buildup on sidewalk when melting snow can't reach gutter next to curb; this in turn creates a hazard for all pedestrians, and extra work chipping ice for me […]"

Theme (Challenges)	Further explanation of why the theme was selected	Stakeholder Feedback (not edited)
		"We only have street parking, and the snow windrows created from The City's snowplows damage the undercarriage of my vehicle."
Accessibility/Safety/ Resources Crosswalks / Intersections not cleared	Respondents were concerned with mobility and access when it came to the crosswalks. Poor drainage and ice mitigation makes them extremely difficult to cross. The crossing are often blocked by ridges of ice created by snow clearance. There are comments stating that the walking and cycling infrastructure in unusable in the winter. There are lived experience stories where people have been seriously injured impacting their quality of life. Walking and rolling are affected including but not limited to mobility scooters, strollers, wheelchairs, etc.	"Medians with crosswalks not cleaned. Hard to cross roads." "Leaving snow in major intersections so that traffic cannot see the lines and end up not where they should be. Big example is vehicles lined up 4 across in 3 lanes of traffic driving southbound on Shaganappi as it crosses country hills blvd." "There are some intersections near elementary schools that get super icy, and I always worry that it's only a matter of time before someone slides into a child walking to school, though this year the one I drive through most was heavily graveled. Buses often get stuck on relatively small hills which impact the people commuting by bus and by car." I am blind and use a white cane. The residential sidewalks are often snow covered in sections and slippery. Snow banks at bus stops and crosswalks are very hard for me to climb over or use my cane safly because the tip gets stuck in the snow making it very difficult for me to maneuver safely.
Accessibility/Safety/ Resource Pathways & sidewalks not cleared properly	Respondents are frustrated with the accessibility of pathways and sidewalks. They want to use the infrastructure but are not able to due to citizens, businesses and organizations, and even The City not clearing sidewalks and pathways. Some residents won't leave the house for fear of hurting	"The fact that residential sidewalks do not get service until 24 hours after a snow event is finished. If it snows any amount over a seven day period, the sidewalks won't get cleared for 8 days. Ridiculous. Not to mention how difficult removal of packed snow would be by then. [..]" "Buildup of snow on sidewalks even when there's a known forecast of a excessive snowfall: It makes it difficult for someone able bodied such as myself let alone someone with disabilities or seniors. I can only imagine how

Theme (Challenges)	Further explanation of why the theme was selected	Stakeholder Feedback (not edited)
	themselves but then they are susceptible to social isolation and other mental health issues. Snow and ice mitigation plays a big part here. Simple activities such as walking the dog can take a treacherous turn.	difficult it is for them. Accessibility to getting around the city should be maintained for all." "Uncleared and poorly cleared sidewalks are the biggest challenge. I'm lucky to have good mobility but even so I have almost been injured many times walking in my community."
Accessibility/Safety/ Resources/Equity Responsiveness	Some respondents there was not enough response to streets being cleared while others said there were too many pass throughs with snow plows when streets were bare or had been done already. There are many references to how other cities and the snow programs, suggesting a jurisdictional review may be needed. They are concerns with the 7-day plan. Respondents also want equitable snow clearance citing some neighbourhood are receiving preferential treatment.	"Try clearing roads while it is snowing on heavy snow days. This will result in less thick ice build up." "It would be nice if a lot of the plowing was done before morning commuting time rather than during morning commuting time? A lot of stop-starts for the plows, and following a plow or meeting a blow on a bike is kind of unpleasant when it's cold." "Pathways are not cleared timely which makes it difficult to get to transit stops." "Roads that are not cleared in a timely and quality fashion causes delays in drive times, increased accidents and a danger to everyone that has to drive on snow covered slippery streets. As a result an increase in insurance premiums because streets are slippery and not cleared properly."

Theme (Impacts)	Further explanation of why the theme was selected	Stakeholder Feedback
Safety- personal	This is the strongest section with many instances of lived experiences, This correlates with much of the feedback we received from Disability Action Hall. It should be noted that Safety does not only apply to seniors, people with disabilities, people with strollers or	"The sidewalks are treacherous for pedestrians and make being outside dangerous." "Inability to safely cross the road because snow and ice are piled up." "I have a small child and sometimes the road plow and sidewalk plow go a straight line down the pathway and where the curb cut should be, there is

Theme (Impacts)	Further explanation of why the theme was selected	Stakeholder Feedback
	mobility devices, but the general public as well. It applies to pedestrians and drivers as well. Emergency vehicles need safe access in and out of situation. Cars get stuck, making hard for both vehicle and people inside to get out.	a two foot icy snow pile. This is also a challenge for the visually impaired who have very set routes and expect to be able to cross at certain safe places." "City, CBE and CSSD sidewalks are the worse ones in the city for getting cleared in a timely, proper manner. Makes going for a walk dangerous and not enjoyable so we tend to drive more than we otherwise would." "The City plows snow, ice, and sand onto sidewalks on 14 Street, making them UNSAFE. I shattered my shoulder because of snow melt then freeze smooth due to snow and ice being pushed onto residential sidewalks. The off leash parks are left with ice and ice melt, making these pathways unsafe. I have had to stop using the off leash park at John Laurier and 14 Street NW (South of JL) to avoid injuring myself." "My father was lucky he had his heart attack when he did (clear roads). There are times that roads are blocked with stuck cars. Emergency vehicles could never get to people in time when the roads are like that. Residential streets need to be cleaned for safety reasons."
Safety and wellbeing	Respondents, state that if snow and ice is not cleared properly, it leads to lack of exercise, walking/ dog walking, which then accelerates sleep disorders, anxiety, stress, active travel, seniors feeling housebound, and social isolation.	"I walk and both my husband and I also use transit) and pedestrian snow clearing is awful. The plow does the main feeder roads frequently even when the road is already bare but back roads are not plowed well or at all. The sidewalks are brutal and lead to ice build up which leads to falls and injuries. This affects quality of life for

Theme (Impacts)	Further explanation of why the theme was selected	Stakeholder Feedback
	People with arthritis, and chronic pain are afraid to go out for fear of falling. It's hard to get around by foot or by bike. Safety is more important than budget.	many--and seniors and the disabled suffer the most. So stop doing the main roads repeatedly but do the residential streets incl sidewalk access." "Very stressful to drive whenever it snows knowing the roads are not taken care of. Very high anxiety driving." "Walkways through parks close to residential neighbourhoodss and seniors homes should be cleared to allow folks to get out and exercise."
Accessibility/Safety Melting snow and ice /and improper drainage	Respondents were concerned about snow being dumped into cycle lanes and then have it melt and then freeze again. Walking dogs and cycling can be treacherous and especially in the dark. There are concerns about lane crossings, engineered walkways, and windrows should be taken care of by The City.	"Try clearing roads while it is snowing on heavy snow days. This will result in less thick ice build up." "Traffic circles are a major feature in my neighbourhood (Mahogany) and these tend to become very icy in the initial few days after snowfall. Increased attention to gravel, salt, and clearing would improve safety in these key areas." "There are some areas where it gets really icy (not sure if it's supposed to be by-law officers that come and tell owners to remove ice)… and some parts near sidewalks (where you come in and out) where the slope makes the freeze/thaw really dangerous and icy. Would appreciate if these areas are made safer for people. I typically just try to stay indoors if it's a freeze/thaw day, but oftentimes, I have no choice but to go out."
Accessibility/Resources	Respondents were not able to get around snow pile, the build up of snow and ice, and inaccessible curb cuts.	"Cleaning curb ramps is currently very low on the city's priority list. For someone who uses a mobility device (a wheelchair) and regularly travels independently in the community, it

Theme (Impacts)	Further explanation of why the theme was selected	Stakeholder Feedback
	Lane crossings and engineered walkways limit mobility. City infrastructure is often the last to be taken care of. For those using a sight cane or white cane the system becomes impassable with snow covered sections, urban braille disappears, and canes can often get stuck in snow piles. . (Please note this theme did not include the themes: Access to Transit or Access to Mailboxes)	makes life extremely difficult. I have many times had to wait at least a month for the city to clear the intersection near my house, rendering me virtually homebound. Treating these areas as low priority renders anyone using mobility devices a second-class citizen. A prime example of systemic discrimination." "as a wheelchair user I cannot even use public transit which is only one block away from me. I would have to use sidewalks that lazy homeowners don't clear unless threatened with a fine. I would have to cross laneways that no one plows. I would have to a residential street which the city does not clear. And I'd have to roll another 10m on a city sidewalk that the city does not plow in order to reach the cleared bus shelter. a snow clearing system based on unpaid volunteers is no system at all." "I am a disabled person. When my neighbourhood is not cleared I cannot leave my house. How is this fair?" "Snow and ice piled on curb cuts, roads, and sidewalks means people who use mobility devices are banned from participating in life!! They can't even go out for a fresh air roll (wheelchair) on warm winter days. ..Again, banned from participating!"
Accessibility/Safety/Resources Access to transit	Respondents' concerns lay with build up snow piles in front of bus stops make it difficult to access the bus. Covered sidewalks impede ability to get to the transit stop. There are also concerns that buses cannot get up hills or inclines due to	"I experience challenges boarding, and unboarding a bus, because the sidewalks have been cleared, resulting in huge snow mountains by the entrance, and exit bus door areas." "If I am driving in early morning ramps are not sanded. The playgrounds roads

Theme (Impacts)	Further explanation of why the theme was selected	Stakeholder Feedback
	slippery conditions. Windrows make it difficult to cross streets to catch the bus. Transit delays negatively impact commuters who are often late to work	should be sanded right away as kids safety often st risk. At bus stops it ridiculous for senior or mobility issued people with strollers and walkers. At bus stops trying to get off and on it's so poorly done." "Pathways are not cleared timely which makes it difficult to get to transit stops." "Please stop pushing snow and ice from the road clearing into the bus stops, it is nearly impossible at some stops to access the bus, and impossible for anyone with a stroller or mobility issues."

Question 8. Thinking about the next ten years, what changes would you like to see for Calgary's Snow and Ice program?

Theme	Further explanation of why the theme was selected	Stakeholder Feedback
Resources Services to residential roads and alleyways	Respondents would like The City to increase its scope to include residential roads and connecting routes after a snowfall. They would like to see more resources given to keeping communities as a priority, including new technology, as this greatly impacts their quality of life. Some respondents would like to see less use of salt and gravel as it is damaging to vehicles.	"Better residential and major road snow removal and maintenance and improved bike lane snow removal and maintenance." "Calgary needs to review other jurisdictions policy and implement one that doesn't rely on sanding and "polishing" the snow. I believe the policy to ignore residential roads and Level 2 roads creates a significant burden on our citizens and our emergency support teams." "[…] Clear back lanes and side streets so residents are not stuck in the snow when it snows."

Theme	Further explanation of why the theme was selected	Stakeholder Feedback
		"I would like to see all laneways and side streets plowed. Terrible service now."
Resources/Equity Increased, consistent and equitable response times	Respondents want faster response times, and to have snow removed and not just cleared. They want the system to treat all communities with the same priorities. They would like The City to consider the needs of Calgarians and not relay on a formulaic solution. They want consistency and a review of priorities.	"Better commitment to clearing snow that is inclusive for commuters of all types and of all abilities." "More consistent clearing of snow on residential streets. Investing in more snow plows to have consistent clearing schedules." "I'd love to see it way more equal in all parts of Calgary. I use to live in the NE and the service was terrible!! I feel like some areas get priority and I don't agree with this." "Just consistency, fairness and reasonable costs." "Improve consistency across city"
Resources Snow removal and clearance		"24hr citywide snow removal including side streets, yes the costs would be like 10x where we are now but it needs to be done you cost insurance companies and others far more" "Actual snow removal from streets/curbs along Snow Routes and in the merchant shopping areas (Marda Loop), and seasonal overnight parking bans along those snow routes (main bus routes)." "Do a better job removing windrows like they do in

Theme	Further explanation of why the theme was selected	Stakeholder Feedback
		Edmonton. Removal. Not just shoving the snow to the side of the road!" "I think the whole snow redistribution program as the City does not remove snow just plow it to the side needs a complete rethink in how, when and who performs those tasks. creating issues by just plowing to the side causes other issues with blocking driveways, sidewalks and such. Removal in some areas should be the only option for safety reasons and use the snow for watering in green spaces, filter the melt if need be and reuse the captured water."
Accessibility/Resources/Equity Pathways and sidewalks	Respondents want snow removed and not piled up at crosswalks. They would like to see public sidewalks and pathways cleared, especially in high traffic areas. There are some concerns about bike pathways before cleared before pedestrian walkways and would like to see a more consistent approach improving all facets of mobility.	"I am a proponent of having the city take responsibility for more sidewalks, crossing, etc. I fully understand that this will cost money, and increase taxes. Oh, and it also creates jobs, and makes the city more accessible." "I understand that maintaining sidewalks and roads are expensive, however they should be a priority, as they affect our quality of life." "In large mixed areas like East Village / Eau Claire, the city spends a lot of time clearing snow. If you were to implement designated winter pedestrian pathways and bike lanes in such areas, crews could spend less time on them and allocate it to other pathways."

Theme	Further explanation of why the theme was selected	Stakeholder Feedback
Resources Review and use of salt, gravel and pickle mix.	Some respondents want to see more use of salt and gravel on the roads while others would like to see less. It can be agreed that usage needs a review. Some would like to see a more environmentally friendly product or better snow removal. The main concern is damage to vehicles whether by rocks in the gravel or corrosion from the salt.	"Better maintenance of roads at intersections. Less use of rocks and salt on residential side streets. It's killing our lawns (and likely our rivers). Availability of 'free' sand in each community so that residents can easily access it for their sidewalks. Would prevent so many slips, falls and injuries. Improved management of icy alleys with rocks, no salt. Better maintenance of sidewalks not owned by residents. Better oversight of neglected residential sidewalks." "A sustainable plan that addresses snow fall and maintains the service to keep calgary safe. You don't want us working at home but out in world yet winter commuting is scary. ROCKS Damage my car!!!!! Salt also damages my car and our roads. Having snow moved fully not just pushed to allow a path of traffic. Snow ridges/walls are dangerous too"

Question 9. Is there anything else you'd like us to know in relation to Calgary's Snow and Ice program?

Theme	Further explanation of why the theme was selected	Stakeholder Feedback
Resources and removal Better snow removal and clearance (residential roads, sidewalks and pathways, and	Respondents want to see more snow removal as oppose to snow clearance. They want The City to 'do better'. Better plowing procedures are warranted. There are mentions of other city's snow removal programs as reference suggesting a jurisdictional review would be a good place to start.	"Actually remove snow, don't just push it around." "As a disabled person living in the Deep South East, not being able to drive, it is very isolating in the winter. It's disappointing when I've been told hiring a private company to clear pathways is illegal. It's frustrating

Theme	Further explanation of why the theme was selected	Stakeholder Feedback
crosswalks and intersections)	Also, training of staff and more accountability for contractors.	crosswalks aren't cleared and are made impassable by city workers. It's bylaw residential sidewalks have to be cleared for everyone's use, so crosswalks and pathways should be safe as well." "Calgary should adopt a system similar to Edmonton. They keep their roadways clear and remove the accumulated snow from the side of the roads using dump trucks. I couldn't drive down Crowchild Trail South two days after a snowfall and people were trapped in NW neighborhoods for over 10 days last year after it snowed. If budget is the issue, then make snow removal an open ended item or allocate more funds to it. Snow affects every commuter going to work and your inactivity is helping us lose jobs." "I would take the bus if snow removal was better. I could employ people who would travel to my community if snow removal was better. All city employees should try and get around with mobility aids in the snow - crutches, wheel chair, stroller, cane, etc."
Resources (includes both the need for more resources and more efficient use of current resources)	Respondents want to see a more efficient use of resources, and more resources allocated to the program. There are suggestions to follow best practices of other cities as well as better communication between business units. They want more attention paid to the work contractors are doing as well as better training for City staff. Respondents want to see less waste of current resources citing redundant snow plowing on streets already cleared, or	"Clearing of main roads could be more efficient. Some waste of resources for clearing out minimal amounts of snow/ice when the road condition is safe and servicable." "Following other cities and municipalities best practices in snow removal "actually haul the snow away" and reuse the snow melt for non-potable water applications should be explored. Should not rely on chinooks to solve issues with icy road conditions, these need tackled as

Theme	Further explanation of why the theme was selected	Stakeholder Feedback
	sanding trucks following each other on certain routes.	preventative measure not reactive, look for solutions that will help in making that process quicker and more efficient. reduce accidents and increase safety should be priority." "It's frustrating working within the confines of the 311 system to report urgent snow and ice concerns. Typically the immediate response from the Roads dept (regardless of the complaint) is an auto-reply and closing of your SR. You have to call 311 to reopen the SR and escalate. This is especially annoying for safety concerns (high ice covered areas on hills and such)." "Review effective use of resources. A couple weeks ago I witnessed 2 graders each take 2 passes in each direction plowing our street. Overkill to say the least and all residence on the street had driveways impassable due to the compressed snow and ice the graders pushed onto our property. Not the way I want my tax payer dollars to be used."
Equity/Safety and wellbeing Enforcement	Respondents often linked bylaw enforcement with education and awareness. They also stated having the information in different languages to reach more Calgarians. Respondents would like to see more enforcement when it comes to parking bans, commercial businesses and The City itself. There should be more accountability on residents to clear their sidewalks and not push it onto the road or other points of accessibility or modality.	"Short term: Set a clear goal of assigning legal responsibility for the clearing of aprons at laneways. Longer term, identify engineering solutions for apron/laneway connections that combine loose gravel and concrete." "Stop holding residents hostage in their homes with no way to get out of their driveways. More consistent fines 4 people who don't clear their sidewalks. assistance for seniors who need help in clearing their sidewalks. Money for this program can come from fines for non seniors not clearing their sidewalks"

Theme	Further explanation of why the theme was selected	Stakeholder Feedback
	Respondents also mention the use of snow blowers and the negative impact the noise has on their quality of life. Some respondents suggested a rewards program or other incentives instead of a punitive system.	"A lot of residents plow their snow from their drive way onto the roads. With the type of weather that is consistent here (freeze and thaws), roads become dangerous to drive on with over a foot of ice compacted onto the roads. I would like to see a bylaw or education with residents having to put their snow on their property, not public property." "City by-law needs to be more active in enforcing snow removal from residential sidewalks. They need to be out enforcing it proactively and not wait for complaints. I went for a walk Monday and had to go out in to the road multiple times to walk on a safe surface."
Resources and removal Response times	Respondents want better response times with a review of the 7-day plan. They want same-day service on major routes, and more attention to residential routes. While more service is the most common theme, there is also mention of less service when plowing is not needed. There are concerns about the timing of snow clearance during the middle of the night or weeks after it has snowed.	"Also a quicker response after a heavy snow fall. Too often they city is relying on a chinook to solve the problem while in the meantime there are many accidents and injuries." "City snow removal response is very slow. Some roads remain uncleared from snow for days, which is not acceptable" "I think Calgary's snow and ice program needs a complete overhaul to better reflect winter conditions. We can not rely on Chinooks to melt away the snow. Seven days is too long for residential roads and sidewalks to wait to be cleared." "Plow before it turns into slush and ice"
Resources and removal / Equity	Responses within this theme are often mixed but over most respondents want a	"Calgary's snow and ice program should continue to prioritizing mobility

Theme	Further explanation of why the theme was selected	Stakeholder Feedback
Prioritization and consistency	review of snow and ice priorities. Some respondents want to see cycle lanes as a priority while an equal number do not see cycle lanes as a priority. Some see major streets as a priority while others want a higher priority to residential streets so they can access the major streets. Respondents want consistency across the city, including new developments which are seemingly forgotten. Bus routes need to be a higher priority as well as pedestrian pathways.	for Calgarians based on use and need. The objectives of reducing hazards of winter conditions for motorists, cyclists and pedestrians, easing the operation of Transit and Emergency Services vehicles, reducing delays caused by the snow and minimizing economic loss to our community are still valid. To these should be added environmental objectives that would support sustainability - environmental, community and economic." "Prioritizing walkable neighborhoods with high density populations should be very important. Especially since many dwellers in those neighbourhoods only walk and have accessibility issues." "School zones should be added near priority roads. Kids are unpredictable and even going 30km, it is hard to stop." "Since we have 8 months of winter, I think cycling tracks should not be priority one - look at the data about how people get around and use that for setting priorities (car, bus first)" "Those of us who live in the upper quadrants are forgotten when it comes to timely snow/ice removal."

Disability Action Hall – lived experience stories (March 30, 2022)

Last week members of the Disability Action Hall talked about the need for accessible communities all year long. Here is what people said about snow removal, active transportation, and shared spaces like pathways and how it affects our use of public transit.

Snow and Ice Removal

Lloyd is a full-time transit user in NE Calgary and walks everywhere. Lloyd is growing concerned about how frequently the sidewalks are shoveled and maintained especially around high-use transit routes. Lloyd happens to live at the bottom of the hill and notices people have a tough time wading through water and ice. “Accessibility is important, especially for people using sidewalks. If you need a boat to go up the sidewalk, then there is no way you can get up the sidewalk.”



Sometimes you need a boat to get up the uncleared sidewalk

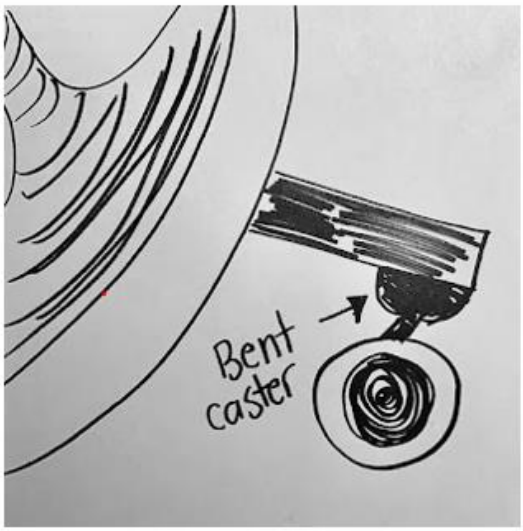


Not removing snow creates barriers to getting out and attending critical health appointments. Amy who relies on friends and family to help her walk safely in the winter says “Ensuring sidewalks are better cleared so people with disabilities can safely walk around, such as in April or May I will undoubtedly slip and fall. I went to an appointment with my dad yesterday and had to walk in the street around a huge patch of ice and people with assistive devices would not be able to use the sidewalk the way they need to.”

Ice especially in April or May, I will fall

AJ lives in NW Calgary and talks about the long-lasting impact for people with disabilities when sidewalks are not cleared it damaged her wheelchair, a repair not easy to repair living on a fixed income. "Back in December my partner was trying to push me up a snowy hill and my partner fell, and my caster was bent and now goes to the left."

Alison who uses a wheelchair and lives in SW Calgary says - “The ice and the snow, getting around in the wintertime is treacherous.” Angie adds “In front of my house there is a massive piece of ice and almost fell over backward."



Bent caster on my wheelchair from an uncleared sidewalk



We need to think about cleared pathways all year round

Sidewalk and pathway maintenance all year round

Parks and pathways have been the spaces many people have tried to get to during the pandemic. Kristen also uses a motorized chair and accessible transit would like to get outside more but is reliant on others to get to places and says, “When it is cold outside, and it would be great to think about these spaces during the winter when it is cold outside as spaces for everyone.”

Lloyd talks about the trip hazards when sidewalks are in place beyond their life cycle and how unsafe they become and says, “The City knows the sidewalks are 20 years old it would be nice the sidewalks are now in the ground, three inches below the ground are not safe. Every 20 years, they should check the sidewalks are in decent shape and wheelchair accessible. For sure the one on Edmonton Trail NE is not accessible.”



Old sidewalks three inches below the ground are not ok

Windrows and respect how people use public space safely



Windrows affect transit, roads, and sidewalks. We need bus shelters to keep people warm.

Alex also lives in NW Calgary says transit, roads sidewalks are connected by win rows that impact how easy they are to use. Win rows cause a big problem as its not roads, its not pathways or transit, but it can be a big mountain that affects the use of all three. We need to raise awareness of invisible disabilities even on pathways and how we all have different levels of when we know when a pathway or sidewalk is safe to use.

Sidewalks near busy public transit use areas need to be a priority. We need to look at ways of making bus shelters a nice warm space to wait. “Sidewalks should be wide enough so people in mobility devices can pass each other comfortably and be so darn cold outside there need to be more shelters with heaters around to keep people warm.”



Facing stares on the bus when disability is not visible

The sidewalks and transit routes need to be more accessible. As well, my experiences with transit and my physical disability are getting worse even. When I sat in the priority seating as a 20-year-old, I faced a lot of stares, but the second I got a cane, my physical disability became physical, and people were sympathetic.



Pathways need to be wide enough for everyone to enjo

Active Transportation & Shared Pathways

Amy has a tough time hearing and seeing and says “People who ride bikes on the sidewalk, sharing spaces especially when it is narrow and have enough space to get by especially when I have a mobility issue. There need to be bike lanes and wider sidewalks, so people have more space.”

Rural Communities need to be accessible too

"Sometimes ice has an attitude." **–** Angie

Angie says accessibility is not just the cities. Many people in large and small centers have no choice but to use the road with cars due to no accessible sidewalks. High River is a place of 15,000 people and Okotoks, these smaller towns are growing enormously fast where there are no bike lanes. Only the Farmers Market is accessible but there are other places people need access to. We are on our bikes and scooters and then we have people who drive right up beside us. We must wear reflective tape and carry flags for safety. Some drivers are not so understanding, and we do not always feel safe.”



When there is no safe sidewalk, you have no choice but to use the road

Older Adults Advisory Table Meeting Minutes

Snow and Ice Control Policy Review 2022
Presentation by City of Calgary Roads and Engage
April 19, 2022

Discussion Point 1: Tell us about some of the challenges related to Calgary's SNIC program that impact your quality of life? e.g.: improper drainage, buildup of windrows etc.
The following are verbatim comments/responses to the question:

- Snow on 'bay' streets is cleared well but not the sidewalks. Not sure if this is due to living on a bay.
- Impressed that Mattamy Greenway Pathway gets cleared quickly.
- Beddington condo – when snow is cleared it's left in the driveway and needs to be cleared away by the condo's contracted company. Sidewalks that boarder a park near the condo are cleared quickly after a snowfall.
- The alleyway has a lot of snow, ice and water. It's hard to maneuver through to get to the other side.
- Some neighbours don't clear their sidewalks.
- In Saddleridge and Taradale, bus stops are not cleared when it's snowing so it's difficult to board the bus.
- On designated street parking areas (not marked as a snow route), the plows push the snow into the parked cars which is a problem.
- Can Calgary haul snow away like other jurisdictions in Canada do? What is the cost? Calgary does snow clearing rather than snow removal (some cities like Montreal and Toronto do this) it costs 8 – 10 times more. So cost is extensive. We don't have this in our budget and our weather usually allows for melting with Chinooks. The City of Calgary is increasing the snow clearing budget which will hopefully improve the service.
- How has the budget been improved? Council allocated more funding to move ahead with clearing a day or two sooner for pathways and sidewalks beginning in Winter 2022.
- What happens to the budgeted money if it's not used? We have a reserve set aside as an operational surplus that can be leveraged in further years.
- Bus stop outside of building are snowy. Sometimes the bus driver will pull up to a better spot making it easier for people to get on or off. The drivers are helpful.
- Post office boxes – unable to get mail due to mobility issues to access the mailbox.
- Classified the problems in two ways – post boxes and bus stops. Suggested to use manpower at these areas. Response: Canada Post is responsible to clear the snow and The City will work with them to see if there is a better approach.
- Consistent themes heard from Calgarians – very helpful feedback. Main concerns are residential areas, connectivity, accessibility and getting on and off the bus. Likely will see priority stops getting cleared sooner.

Discussion Point 2: What should be the biggest priority for Calgary's snow and ice program?

- Safety of citizens
- Cross walks are an issue. Clearing by the bus stops and cross walks (safe crossing) consider engaging community students (pay them less than a city worker) or near senior homes. Might be more economical. Has this been considered? Historically the city has relied on homeowners or snow angels' programs. Potential pilot project?
- Enforcing sidewalk clearing by homeowners. City is asking people more about how people get to the bus stop (routes). Looking at this for the future.
- Bus stops – ice and snow removal for wheelchairs and strollers. Need the same attention that bike paths get.

Glossary

Accessibility: Refers to the "ability to access" and benefit from some system or entity. The concept focuses on enabling access for people with disabilities, enabling access through the use of assistive technology; however, research and development in accessibility brings benefits to everyone. (working definition)

Disaggregated data: Refers to data that can be broken apart or "disaggregated" so that relationships and effects on different categories of people and organizational units can be seen.

Diversity: Refers to the variety of characteristics that make people different from one another. These include: social, economic, cultural, physical characteristics, as well as ideas, perspectives and values.

Equality: Refers to the practice of treating everyone the same. Equality promotes fairness and justice if everyone has the same starting place. Equity is the means, equality is the result.

Equity: Refers to the practice of treating everyone with fairness by considering individual differences and social conditions. It requires recognition of respective needs and removing barriers (often systemic) for everyone to be successful. The result of equity is that all people have equal opportunity to benefit.

Universal Access: Refers to the "the conditions for easy access that would allow any individual (even those whose mobility, communicative ability, or understanding is reduced) to access and enjoy a place, product, or service, and to do so freely and independently". (working definition)

Acknowledgement of Research Bias

Although measures were taken to eliminate any bias creep in the engagement process, we acknowledge that some bias may still exist.

Sponsor bias[1]: When participants know – or suspect – the sponsor of the engagement (research), their feelings and opinions about that sponsor may bias their answers.

Confirmation bias[2]: This occurs when a researcher forms a hypothesis or belief and uses respondents' information to confirm that belief. Confirmation bias then extends into analysis, with researchers tending to remember points that support their hypothesis and points that disprove other hypotheses. To minimize confirmation bias, researchers must continually re-evaluate impressions of respondents and challenge pre-existing assumptions and hypotheses.

Leading questions and wording bias[3]: Elaborating on a respondent's answer puts words in their mouth and, while leading questions and wording aren't types of bias themselves, they lead to bias or are a result of bias.

[1] *Essentials or Marketing Research, An Applied Orientation By Naresh Malhotra, John Hall, Mike Shaw, Peter Oppenheim. Pp 227. http://www.readexresearch.com/understanding-survey-data/.*

[2] *http://psy2.ucsd.edu/~mckenzie/nickersonConfirmationBias.pdf; http://www.anderson.ucla.edu/faculty/keith.chen/negot.%20papers/RabinSchrag_ConfirmBias99.pdf UCLA*

[3] *Essentials or Marketing Research, An Applied Orientation By Naresh Malhotra, John Hall, Mike Shaw, Peter Oppenheim. Pp 227.*

Engagement principles

At the City of Calgary engagement means, purposeful dialogue between The City and stakeholders to gather information to influence decision making. Engagement is:

- **Citizen-centric** focusing on hearing the needs and voices of both directly impacted and indirectly impacted citizens;
- **Accountable** upholding the commitments that The City makes to the community by demonstrating that the results and outcomes of the engagement processes are consistent with the approved plans for engagement;
- **Inclusive** making best efforts to reach, involve and hear from those who are impacted directly or indirectly;
- **Committed** allocating sufficient time and resources for effective engagement of the community
- **Responsive** acknowledging community concerns;
- **Transparent** providing clear and complete information around decision processes, procedures and constraints.

The City's commitment to transparent and inclusive engagement processes is outlined in the engage! Policy (CS009).