

ALL ABOARD!

Obtaining widespread support for the Waverley Underpass

Manitoba Planning Conference

Thursday, May 11th, 2017

The logo for Dillon Consulting features a stylized graphic of a road or path curving through a landscape, represented by several overlapping, wavy bands of color in shades of blue, green, and white. The path is depicted with two parallel white lines, one solid and one dashed, curving from the bottom left towards the center.

DILLON
CONSULTING

Outline

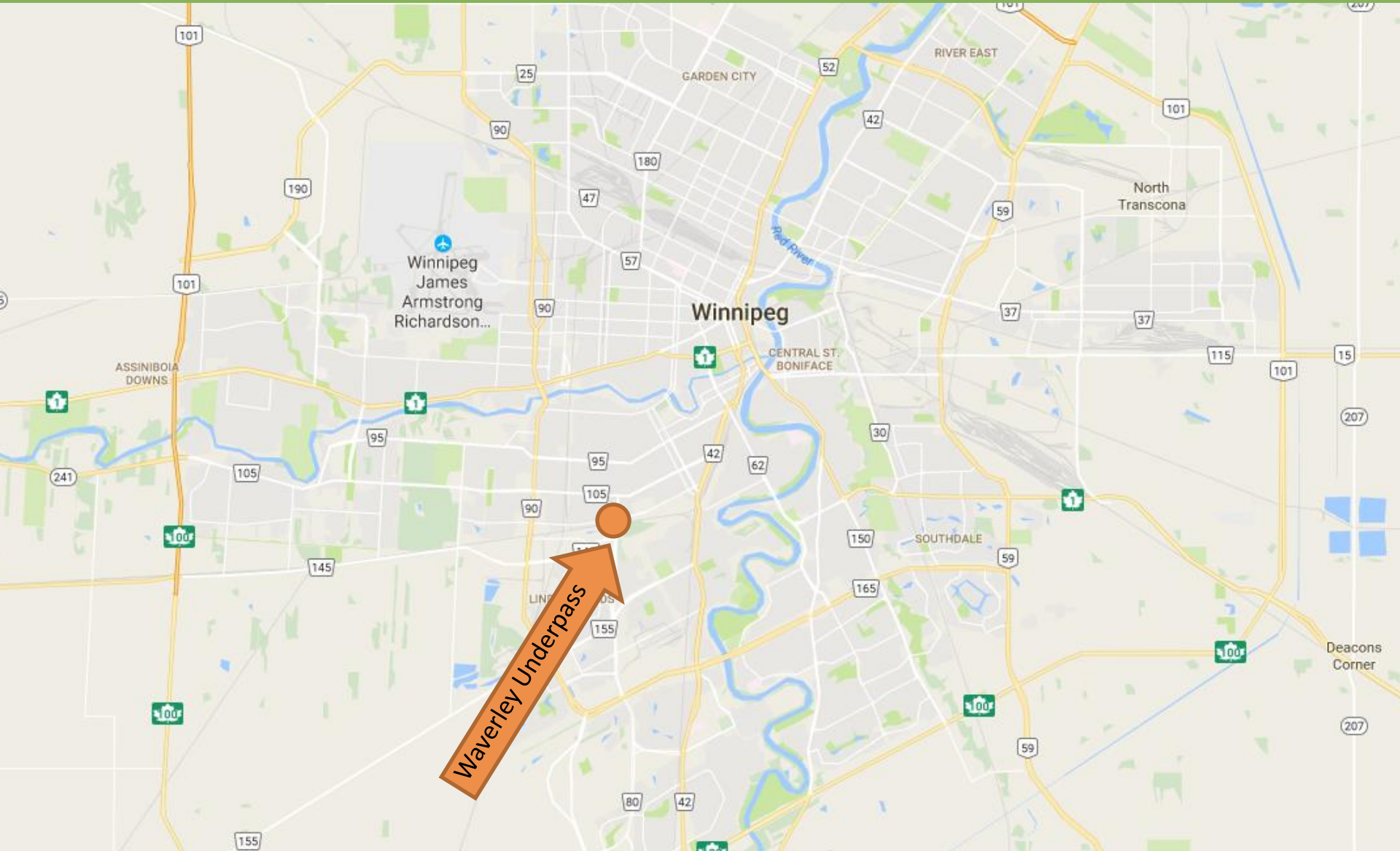
1. Project Overview
2. Importance of Engagement
3. Our Engagement Strategy
4. Engagement Strategy
Execution
5. Public Response
6. Lessons Learned

1. PROJECT OVERVIEW

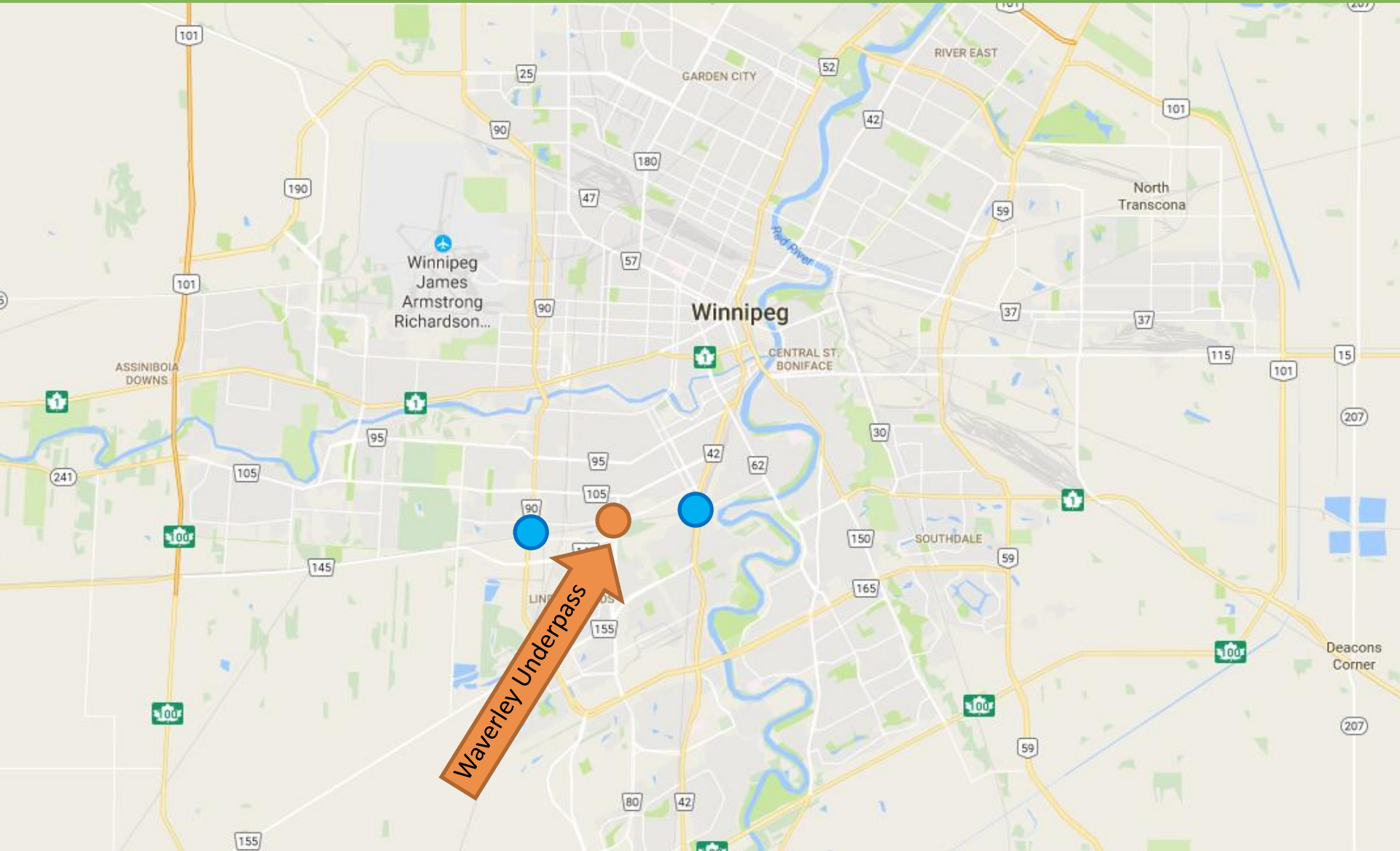
Waverley Underpass

- Grade separated crossing of CN Mainline
 - 40+ major trains per day; 30,000 vehicles crossing per day
 - Vital connection between southwest Winnipeg and routes to downtown





All Aboard! Obtaining widespread support for the Waverley Underpass - MPC 2017



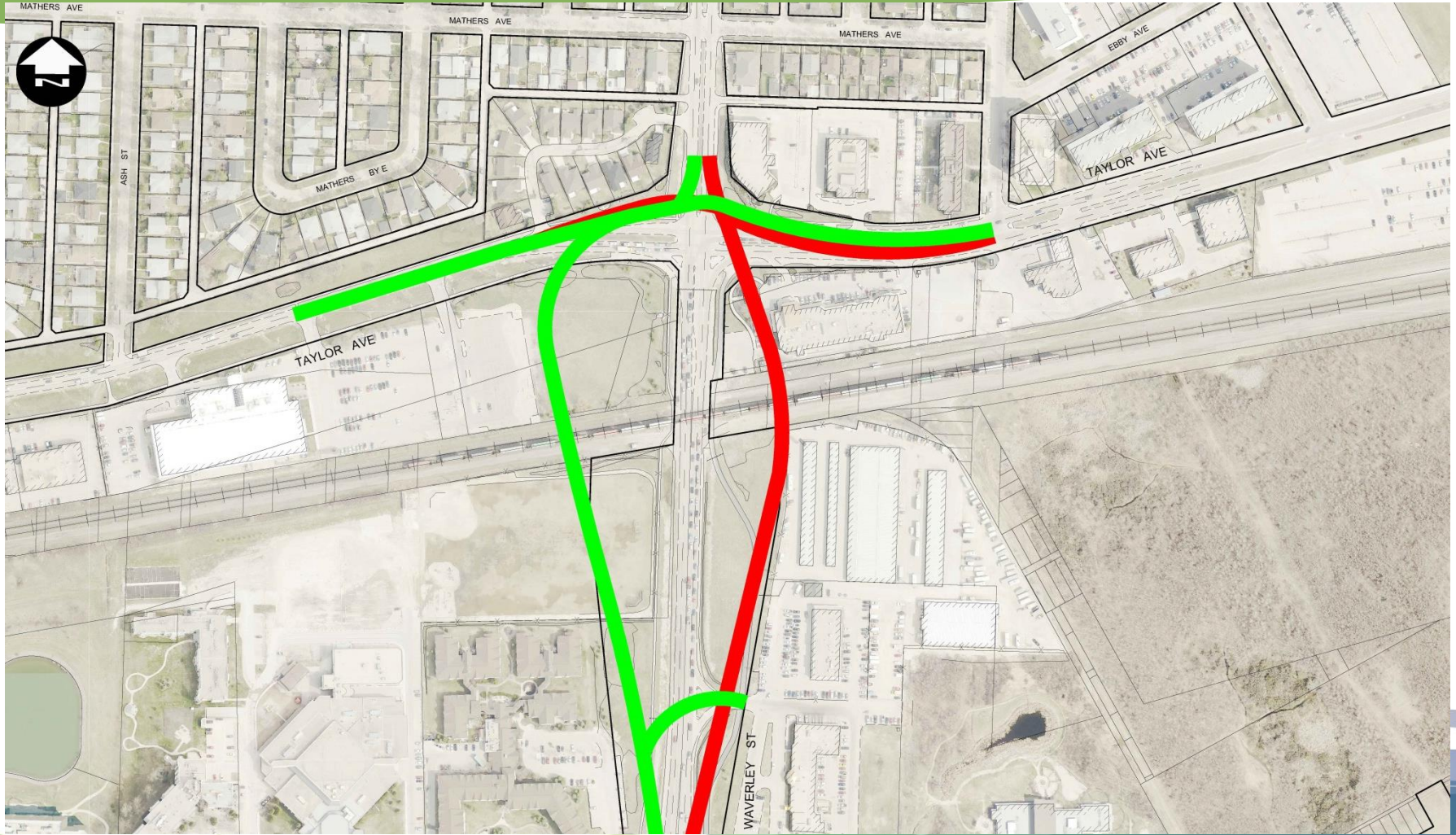
All Aboard! Obtaining widespread support for the Waverley Underpass - MPC 2017

Waverley Underpass

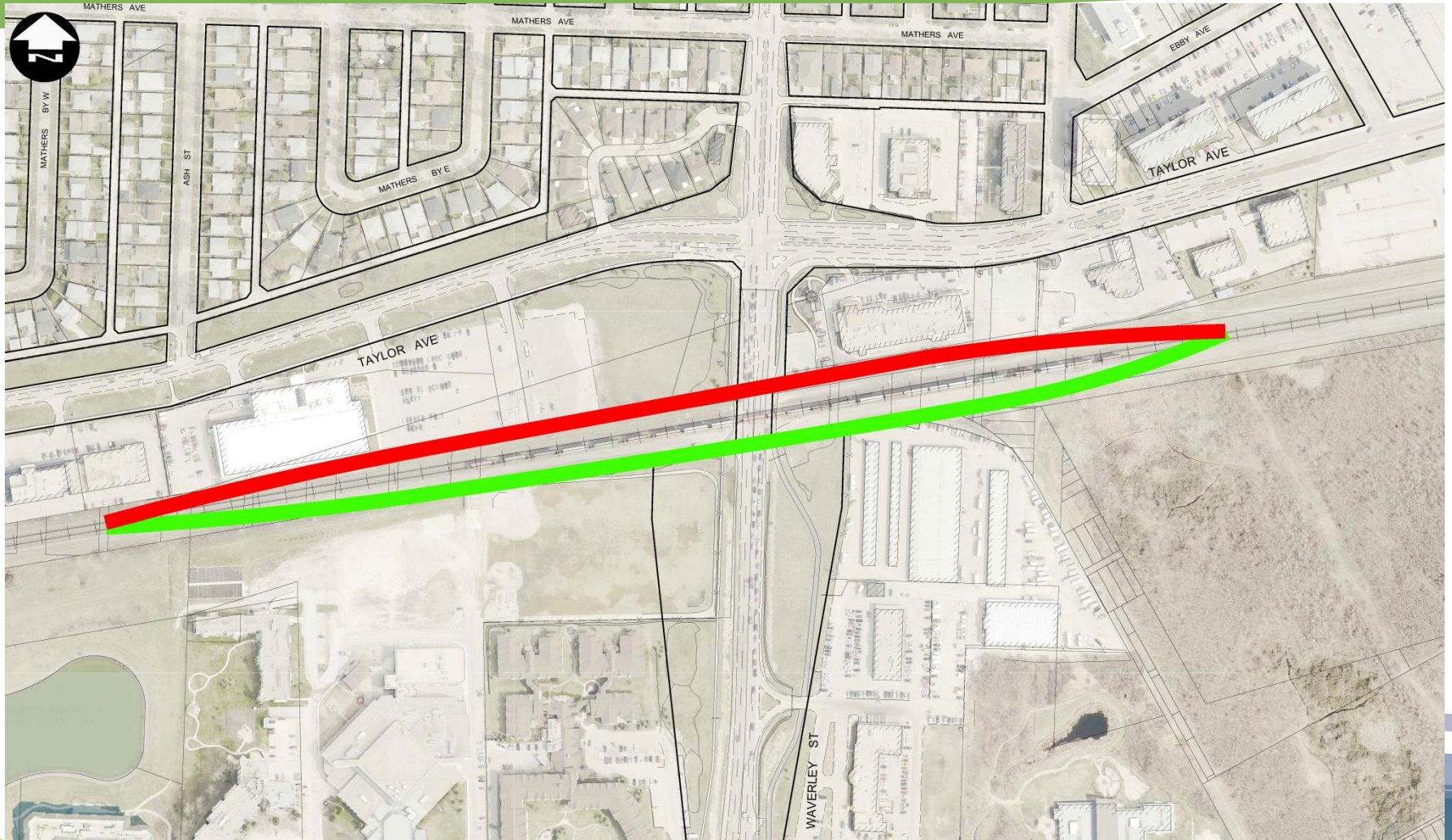
- Constraints
 - Rail line must remain open
 - rail detour required
 - Waverley must remain open – four lane road detour required
 - No permanent changes to street patterns in River Heights



Detour options - road



Detour options - rail



All Aboard! Obtaining widespread support for the Waverley Underpass - MPC 2017

2. IMPORTANCE OF ENGAGEMENT

Good Risk Management

- Public relations and communications
- Be a part of the conversation (it will happen whether you are there or not)
- Can help to maintain timelines and budget
- Creates a logical, inclusive, defensible process
- Can help manage or minimize controversy
- Builds trust with stakeholders
- Can result in a more community responsive and sustainable project

3. OUR ENGAGEMENT STRATEGY

Strategy

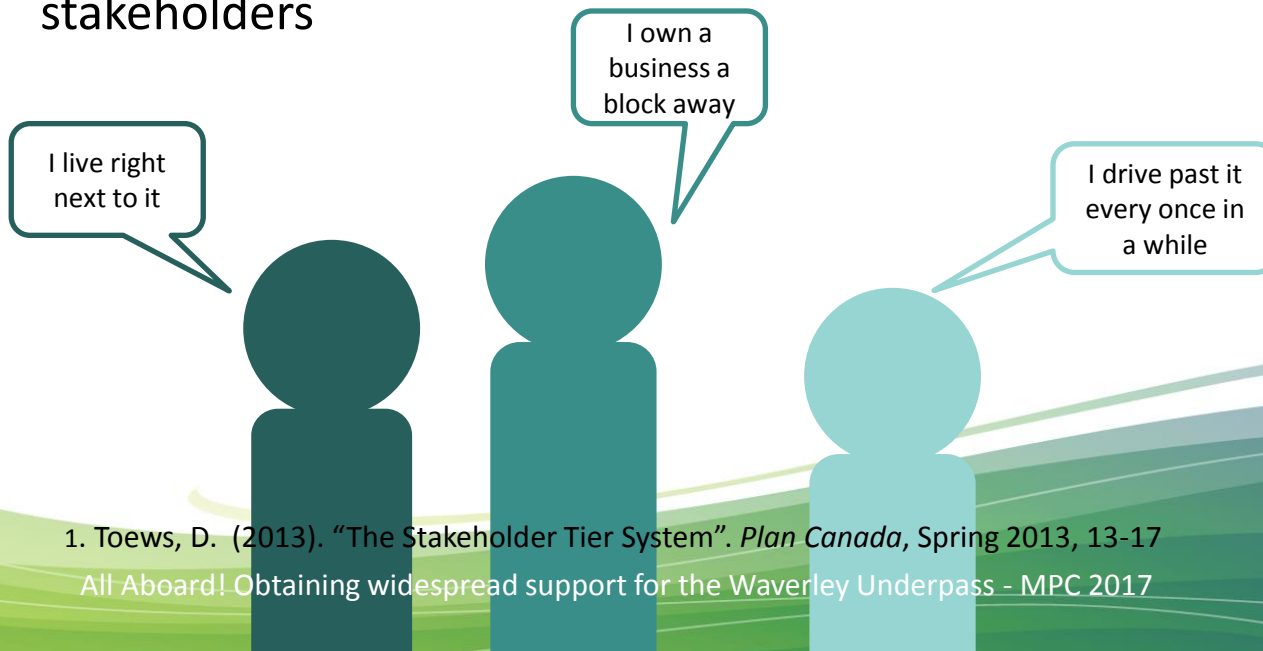
- Engage stakeholders at the appropriate level
 - Stakeholder tier approach
- Engage early and often
- Use various engagement techniques
- Build rapport with stakeholders



4. ENGAGEMENT STRATEGY EXECUTION

Stakeholder Tier Approach¹

- Underlying premise is:
 - For any given project, there will be a variety of types of stakeholders, a variety of interest areas among stakeholders, and varying levels of potential impact on stakeholders
- Accordingly a consultation process should acknowledge these differences
- The process needs to effectively identify, notify, involve, and manage stakeholders



1. Toews, D. (2013). "The Stakeholder Tier System". *Plan Canada*, Spring 2013, 13-17

Stakeholder Tier Principles

- **Equity:** Stakeholders directly impacted by a project may feel they deserve a higher level of engagement.
 - The organization approach should be designed to accommodate varied interest types and levels;
- **Transparency:** Public sector or large private sector proponents can be cautious with respect to project details.
 - Transparency is paramount, as suspicion of a lack of transparency is likely to lead to controversy;
- **Accountability:** Large projects are subject to public scrutiny
 - An organizational system can contribute to the ability to ‘re-count the story’ of participation, and present a logical and defensible process.

Stakeholder Tier Approach

- **Tier 1 – Directly Impacted**
 - Direct potential impact on land and operations, directly adjacent, within jurisdiction, previously involved organized interest group;
- **Tier 2 – Indirectly Impacted**
 - Indirect potential impacts to same; other interest groups;
- **Tier 3 – General Interest / General Public**
 - No anticipated direct impact, interest or advocacy groups, non-jurisdictional government or agency, general interest, general public

Exercise

Can you touch the flag?

- **Tier 1 – Directly Impacted**
 - Direct potential impact on land and operations, directly adjacent, within jurisdiction, previously involved organized interest group;
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 - Indirect potential impacts to same; other interest groups;
- **Tier 3 – General Interest / General Public**
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Exercise

- **Tier 1 – Directly Impacted**

- Direct potential impact on land and operations, directly adjacent, within jurisdiction, previously involved organized interest group

- **Tier 2 – Indirectly Impacted**

- Indirect potential impacts to same; other interest groups;

Can you almost touch the flag?
Can you see the flag well?

- **Tier 3 – General Interest / General Public**

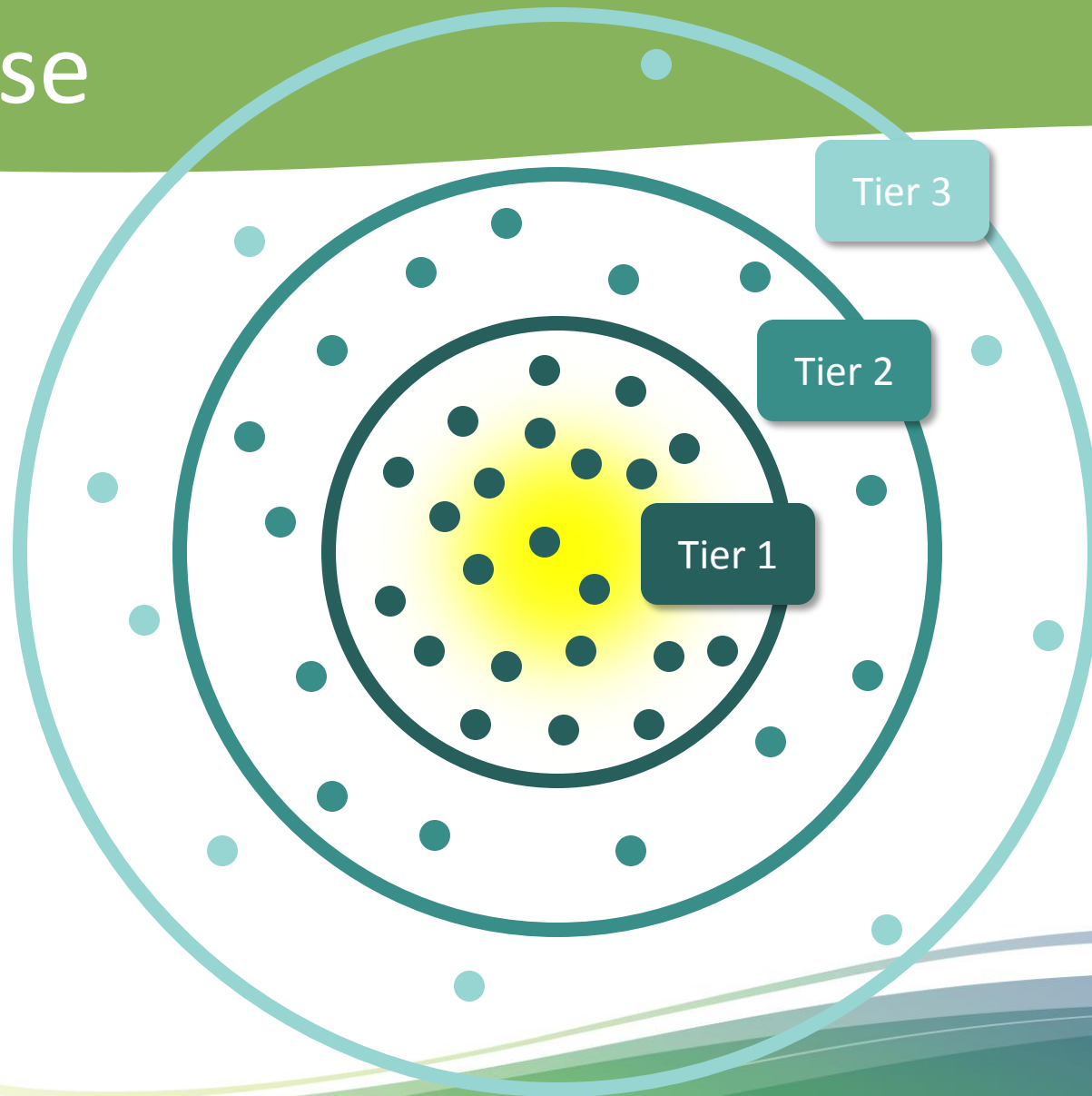
- No anticipated direct impact, interest or advocacy groups, non-jurisdictional government or agency, general interest, general public

Exercise

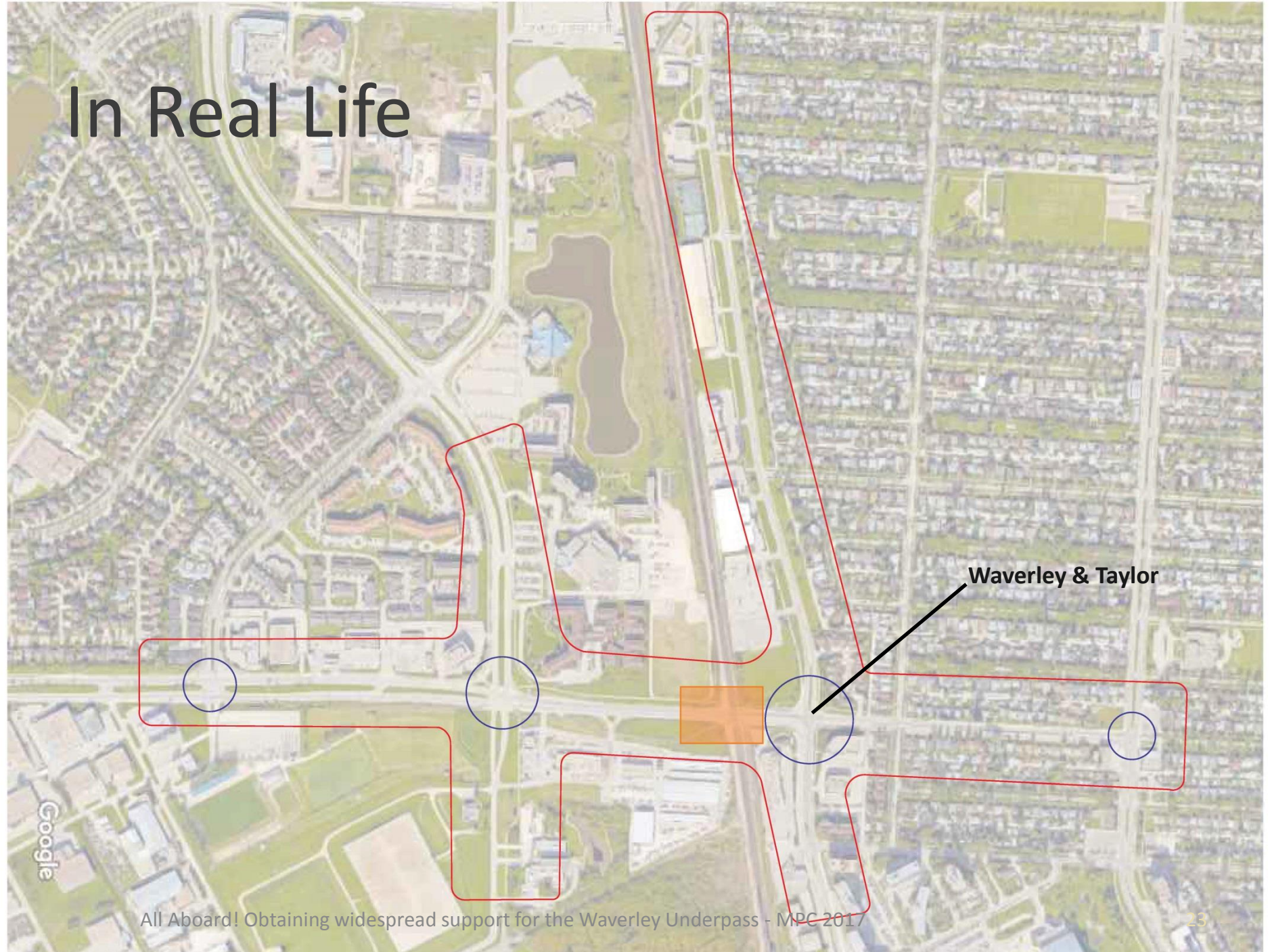
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Can you kind of see the flag?
Will you walk past the flag
on your way out?

Exercise



In Real Life



Waverley & Taylor

Documentation – Master stakeholder list

- Regardless of techniques or tools, proper documentation is critical

Type	Stakeholder	Salutation	First Name	Last Name	Title	Contact Resp.	Round 1: Action/Status	Round 2: Action/Status	Contact Resp.	Round 3: Action/Status	Address	City	Postal Code	Email	Phone		
Tier 1	City of Winnipeg - Public Works	Mr.	Neil	Myska		DM	Meeting Oct 18 10AM at Dillon	Taran	City	DT, BS, DM attended informal City TAC meeting at Transit - 3 PM, May 6		Winnipeg	MB	nmyska@winnipeg.ca			
	City of Winnipeg - Water and Waste	Mr.	Frank	Mazur		DM	Meeting Oct 21st 1-3PM at Public Works	Taran	City				Winnipeg	MB	fmazur@winnipeg.ca	204-986-4486	
	City of Winnipeg - Planning, Property and Development	Mr.	Brett	Shenback	Principal Planner	DT	Group Meeting Oct.17 2:30 at Urban Planning	Scheduled, Feb 10, 10 AM at Urban Planning	City			15-30 Fort Street	Winnipeg	MB	R3C 4X5	bshenback@winnipeg.ca	204-986-5549
	City of Winnipeg - Planning, Property and Development	Mr.	Michael	Robinson	Senior Planner (City Centre)	DT	Group Meeting Oct.17 2:30 at Urban Planning	Met, Feb 10, 10 AM at Urban Planning	City			15-30 Fort Street	Winnipeg	MB	R3C 4X6	michaelrobinson@winnipeg.ca	204-986-3213
	City of Winnipeg - Planning, Property and Development	Mr.	Robert	Kostiuk	Planner (Riel)	DT	Group Meeting Oct.10/13	Met, Feb 10, 10 AM at Urban Planning	City			15-30 Fort Street	Winnipeg	MB	R3C 4X7	rkostiuk@winnipeg.ca	204-986-7367
	City of Winnipeg - Planning, Property and Development	Mrs.	Susanne	Dewey-Povoledo	Senior Transportation Planner	DM	Group Meeting Oct.10/13	Scheduled, Feb 10, 10 AM at Urban Planning	City			15-30 Fort Street	Winnipeg	MB	R3C 4X8	sdeweypovoledo@winnipeg.ca	204-986-4723
	City of Winnipeg - City Naturalist	Mr.	Rodney	Penner	City Naturalist	DT	Group Meeting Oct.10/13	Scheduled, Feb 10, 10 AM at Urban Planning	City				Winnipeg	MB		rodneypenner@winnipeg.ca	204-986-2036
	City of Winnipeg - City Forester	Ms.	Martha	Barwinsky	City Forester	DT	Group Meeting Oct.10/13	Met, Feb 10, 10 AM at Urban Planning	City			401 Pandora Ave West	Winnipeg	MB	R2C 1M7	MBarwinsky@winnipeg.ca	204-986-3701
	City of Winnipeg - Active Transportation	Mr.	Kevin	Nixon	Active Transportation Coordinator	DM	Meeting Oct 18 10AM at Dillon	SR to include	City			155 Pacific Avenue	Winnipeg	MB	R3E 3P1	knixon@winnipeg.ca	204-986-4966
	City of Winnipeg - Real Estate Division	Mr.	Stewart	Anderson	Property Agent	DT	Meeting Oct 21st 1-3PM at Public Works	Not required	City			65 Garry Street				stewartanderson@winnipeg.ca	204-986-5030
Internal	City of Winnipeg - Parks	Ms.	Donna	Beaton	Parks Strategic Planner	DT	Group Meeting Oct.10/13	Met Feb 10, 10 AM at Urban Planning	City		15-30 Fort Street	Winnipeg	MB	R3C 4X8	dbeaton@winnipeg.ca		
	City of Winnipeg - Lot 16 Drain	Mr.	Grant	Mohr	Flood Planning Engineer	DM	Meeting Oct 21st 1-3PM at Public Works	Taran	City						ggrant@winnipeg.ca	204-986-3245	
	Councillor	Ms.	Jenny	Gerbas		DT	Meeting Nov.1 11:30AM City Hall	Scheduled Feb. 21 2:30PM at city Hall	-	City to work with Councillors directly							
	Councillor	Mr.	Justin	Swandel		DT	Meeting Oct. 24/13	Declined invitation to meet (Feb.19)	-								
	Councillor	Mr.	John	Orlikow		DT	Meeting Oct.31/13	Scheduled Feb. 24 2:30PM at city Hall	-								
	Councillor	Mr.	Dan	Vandal	Public Works Chair	DT	Contact after others	DT to email	-								
	Canadian National Railways	Mr.	Shane	McCartney		DM	DT through Taran	Taran	City		DT to attend meeting (City led)		Winnipeg	MB			
	Manitoba Hydro	Mr.	Glenn	Gray		DT	Meeting Oct.21/9AM at Hydro	Taran	City		DT attended meeting w/ Hydro		Winnipeg	MB	ggray@hydro.mb.ca	204-360-4422	

Small Group Meetings

- Main component of our engagement strategy
 - Small group setting allows for meaningful dialogue, avoids ‘grandstanding’
 - Enables detailed discussions and identification of specific issues
- More than 40 small group meetings with residents and business owners
 - 30+ in preliminary design phase
 - 10+ in detailed design phase



Open Houses

- Advertised in newspapers, posters, email blasts, City of Winnipeg website
- Knew there would be interest
- Held afternoon and evening sessions



Open Houses

- Planned to engage with people in different ways
- Effective combination of materials
 - Dot map
 - Presentation boards with easy to understand graphics and little text
 - 11x17 printout of boards
 - Maps on tables and team members ready to help
 - Flyover
 - Exit surveys



Digital Engagement and Social Media

- Email blasts and subscriptions are not exciting, but very effective
- Open House materials made available on project website
- Online survey
- Complements, does not replace, in person engagement

**Waverley Underpass Detailed Design
Public Open House – October 6th, 2016**

Please take a moment to complete this comment form and leave it in the folder at the registration table. We appreciate your participation and value your feedback.

1. Please check the answer that most closely describes your interest in this project:

I am a resident within the project area
 I am a business owner/landowner/property manager within the project area
 I am part of an organization/group within the project area
 I live/work outside of the project area, but am interested in the project
 Other _____

2. Did you find the information provided at this meeting helpful?

Yes Somewhat No

Comments: _____

3. Did you find the staff at this meeting helpful?




Yes Somewhat No

Comments: _____

4. What are your top 3 comments or thoughts about this project?

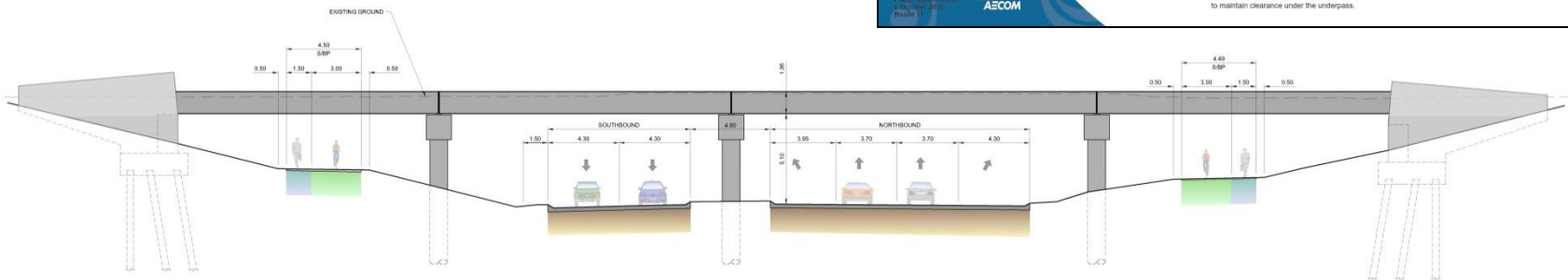
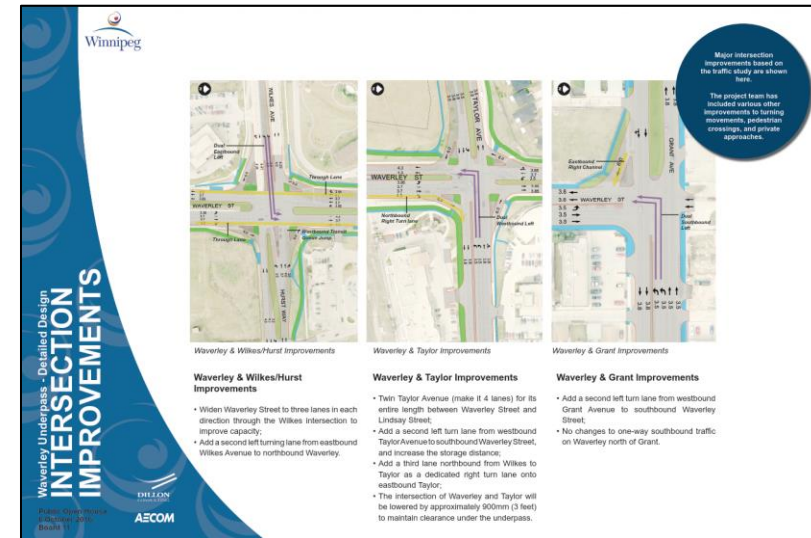
5. What are your thoughts on the road detour? Rail detour?

Continued on reverse:

Visually Engaging Materials

- Graphically rich storyboards
- Easy-to-understand diagrams/maps
- Clear language, short text
- Flyover video



PRELIMINARY DESIGN

SPRING 2014
PRELIMINARY
DESIGN
BEGINS

SPRING
SUMMER 2014
ROUND 1

▶ 20 Stakeholder
and Resident
meetings

AUTUMN 2014
ROUND 2

▶ 16 Stakeholder
and Resident
meetings

AUTUMN 2014
ROUND 3

▶ Open House -
300+ Participants

WINTER 2015
PRELIMINARY
DESIGN
COMPLETE

DETAILED DESIGN

WINTER 2016
DETAILED
DESIGN
BEGINS

Tri-level
Funding

SPRING/
SUMMER
2016
ROUND 4

▶ 12 Stakeholder
and Resident
meetings

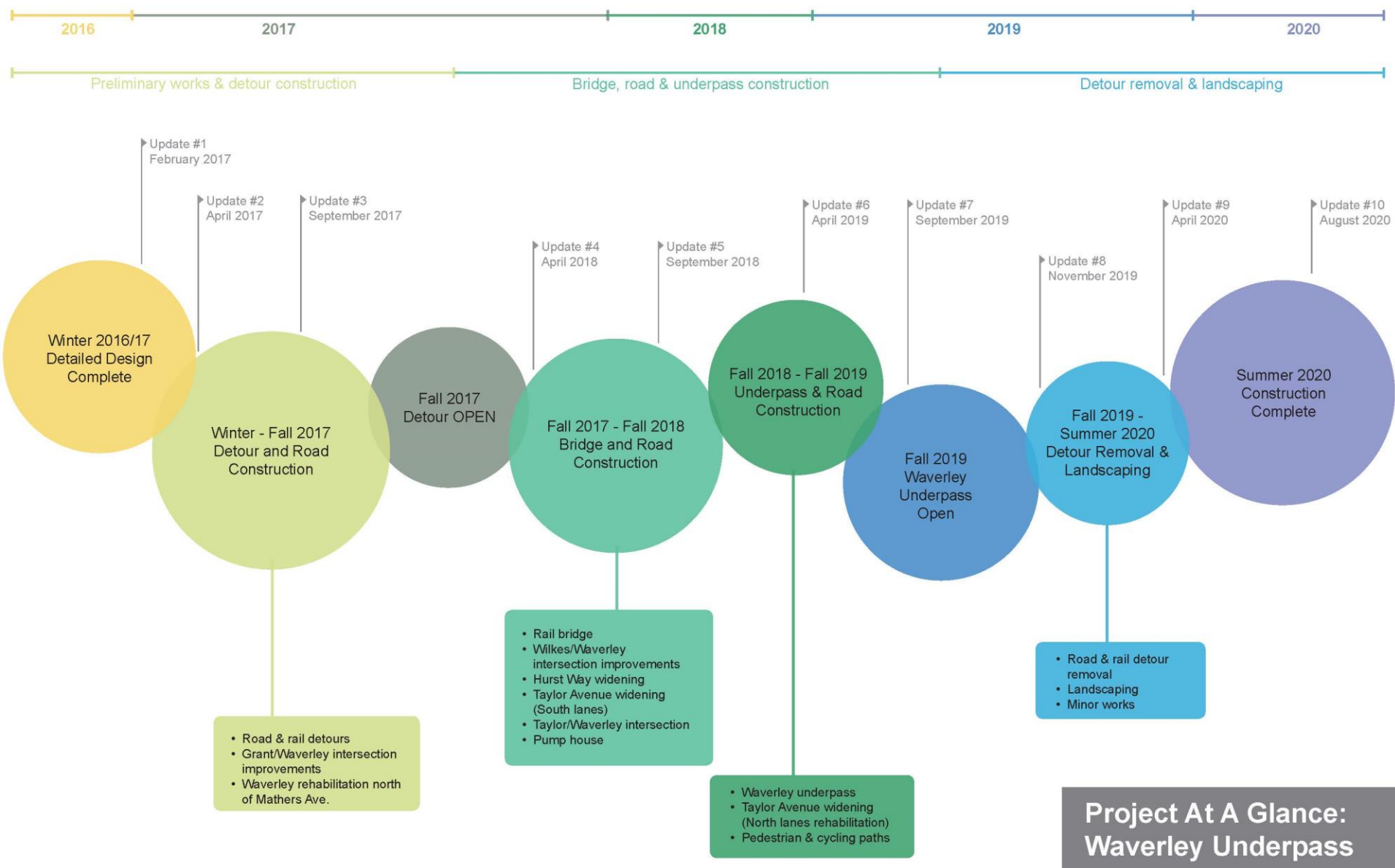
FALL 2016
ROUND 5

▶ Open House - 500+ Participants,
Additional Stakeholder meetings

WINTER 2017
DETAILED
DESIGN
COMPLETE

CONSTRUCTION
WINTER 2017 -
SUMMER 2020

▶ Ongoing
communications
via project website
& newsletters



**Project At A Glance:
Waverley Underpass**

Waverley Underpass

Construction Update #2



Spring is here and the next phase in the construction of the Waverley Underpass will commence shortly.

Construction Completed

Preliminary works are being completed during the Winter and Spring of 2017 in advance of construction starting on the road and rail detours. These include:

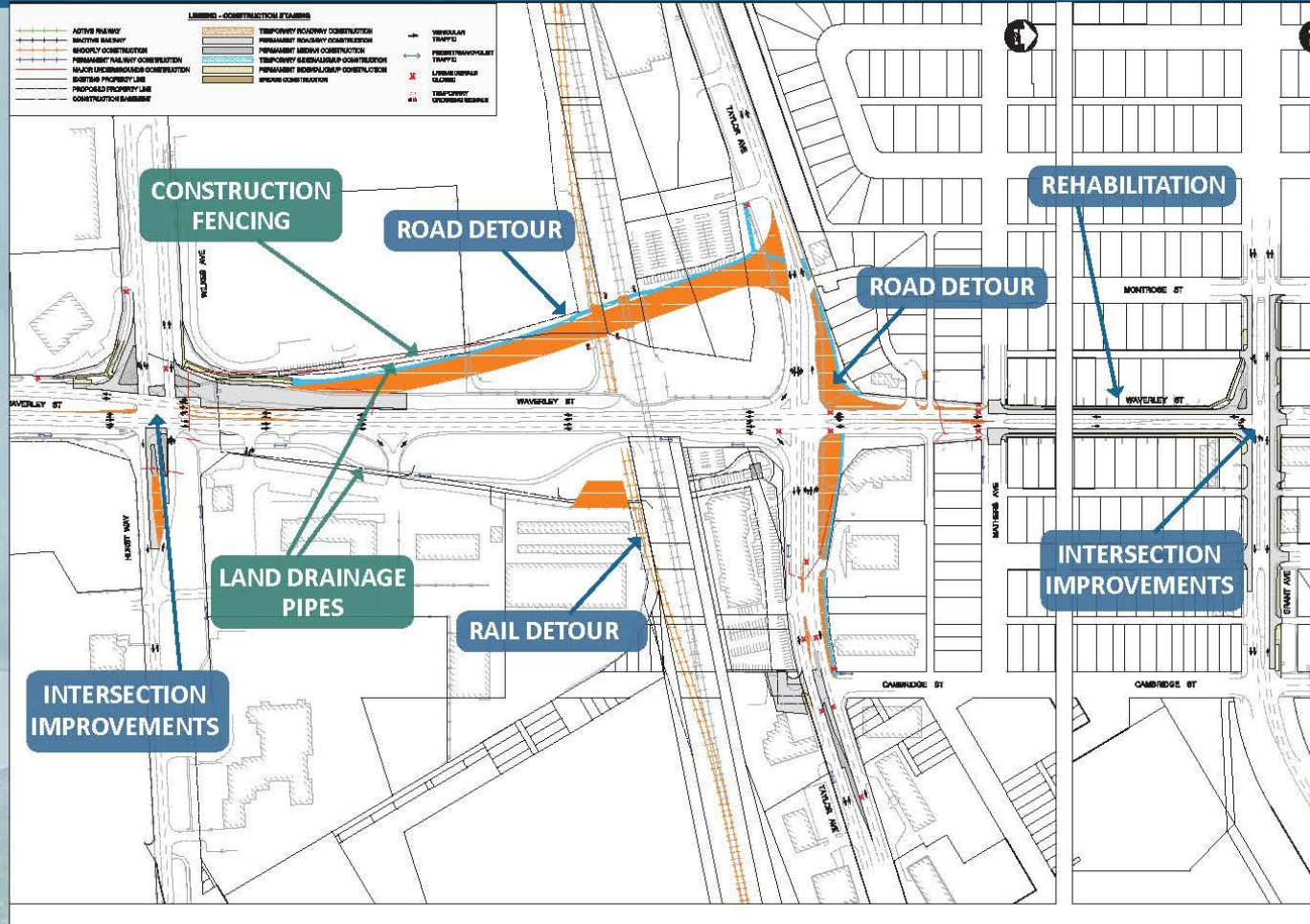
- Installation of construction fencing
- Installation of land drainage pipes on Waverley

Detour and Road Construction

Between the Spring and Fall of 2017 several portions of the project will be under construction. These include:

- Road and Rail detours
- Intersection improvements at Grant & Waverley and Wilkes & Waverley
- Rehabilitation of Waverley between Mathers and Grant

The road and rail detours will be completed and open to traffic in the Fall of 2017. Please note that temporary lane and sidewalk closures will occur during construction of the Waverley Underpass project.



For additional information please contact Lea Hastie, Dillon Consulting Ltd, lhastie@dillon.ca, 204-453-2301 or visit:

www.winnipeg.ca/waverleyunderpass





S43M
S43M1
Montablon

Improving Transportation
Association des transporteurs

MG 33
DEER
770G

5. PUBLIC RESPONSE

- Built up a rapport – stakeholders come to us with issues before the open house
- Preliminary design open house – 400+ attendees
- Detailed Design open house – 500+ attendees
- Exit surveys suggested people were happy with the process

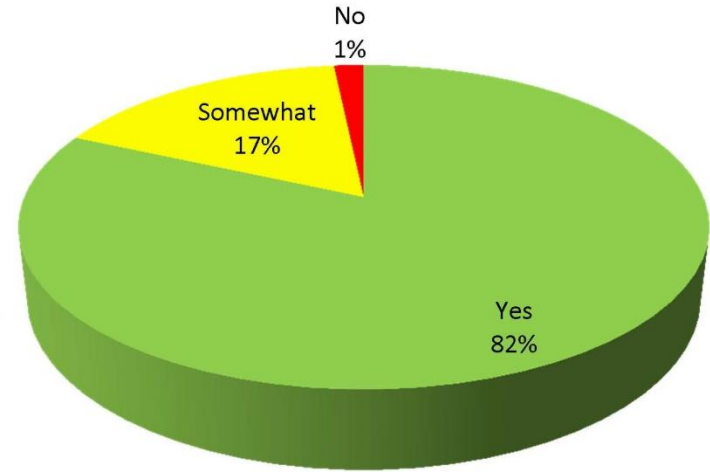
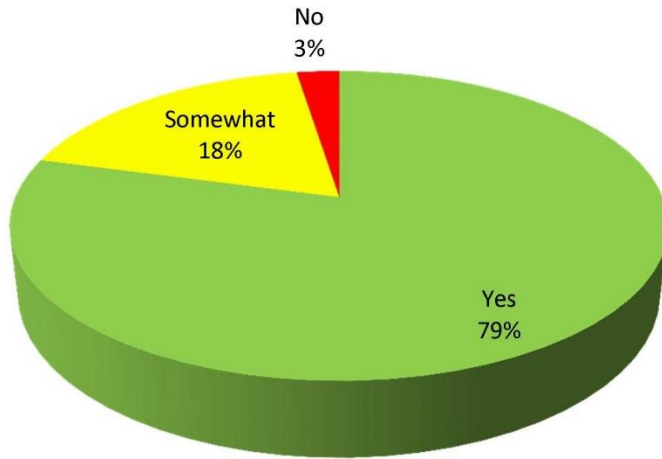


ASSESSMENT OF THE PROCESS

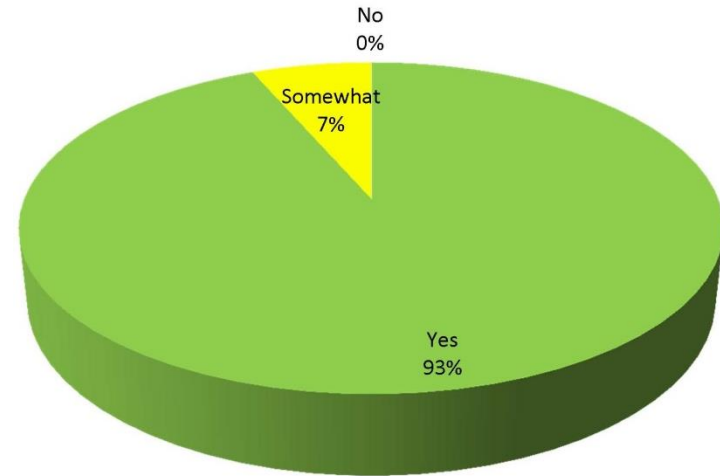
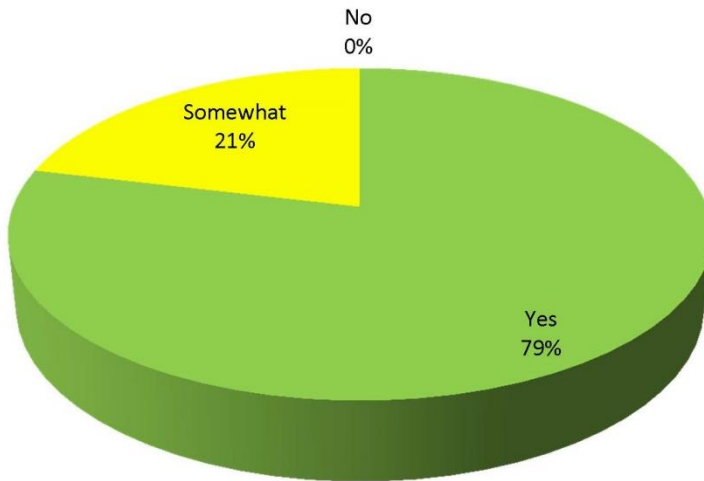
Did you find the information helpful?

Did you find the staff helpful?

Preliminary design



Detailed design



6. LESSONS LEARNED

Effective Risk Management Tool

- Engage early and often
 - Engaged early enough to include feedback in design
 - Incorporated stakeholder feedback where possible/appropriate
- Transparency and openness
 - Communicated when/why stakeholder ideas were not incorporated
 - Kept elected officials and city staff informed throughout the process to avoid surprises



Effective Risk Management Tool

- Be prepared to adapt
 - Were not expecting so many people
 - Almost ran out of materials
 - The design of the space still worked



Effective Risk Management Tool

- Avoid potential controversy
 - Provided appropriate forum for detailed discussions
 - Addressed individual stakeholder concerns
 - Used a number of different techniques to reach a wide range of people
- Requires additional resources at the beginning
 - Pays off in the end



Thank you... Questions?

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