

A large, semi-transparent blue-tinted photograph of a diverse group of people clapping their hands, serving as the background for the central text. The image is framed by a thin orange horizontal line above and below it.

# **2017** Core Values Awards Showcase



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# 2017 CORE VALUES AWARDS SHOWCASE

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## IAP2 FOUNDATIONS:

# PILLARS of P2

As an international leader in public participation, IAP2 Federation has developed three pillars for effective public participation (P2) processes. Developed with broad international input, these pillars cross national, cultural, and religious boundaries and form the foundation of P2 processes that reflect the interests and concerns of all stakeholders.

1. **Spectrum**
2. **Core Values**
3. **Code of Ethics**

IAP2's **Spectrum** of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum shows that differing levels of participation are legitimate and depend on the goals, time frames, resources, and levels of concern in the decision to be made. The IAP2 Spectrum of Participation is a resource that is used on an international level and can be found in many public participation plans.

The **Core Values** are one of the foundations of the IAP2 framework for decision-focused, values-based public participation. Public participation is likely to be successful when:

- there is clarity about the decision to be made,
- appropriate choices have been made regarding the role of the public,
- the Core Values are expressed throughout the process.

## IAP2 Core Values for the practice of public participation

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

IAP2 **Code of Ethics** for Public Participation Practitioners supports and reflects IAP2's Core Values for the Practice of Public Participation. The Core Values define the expectations and aspirations of the public participation process. The Code of Ethics speaks to the actions of practitioners.

The IAP2 Core Values Awards recognise and encourage projects and organisations that are at the forefront of public participation. The Awards were created to encourage excellence, quality and innovation in public participation internationally, embedding the IAP2 Core Values in organisations and projects that demonstrate leading practice is a key focus for the awards.

In 2017, IAP2 International Federation is pleased to announce winners for Organization of the Year and Project of the Year.

## FROM THE IAP2 INTERNATIONAL CHAIR

On behalf of the International Association for Public Participation (IAP2), I am honoured to present the winners and finalists of the 2017 IAP2 Core Values Awards. IAP2's seven Core Values go to the very heart of our association and guide how we think about and practice authentic engagement.

The laureates of the awards represent best practice in our field, and serve as model of excellence for others to emulate. Winners and finalists are recognized for their contributions to the field in the areas of indigenous engagement, community development, health, infrastructure, environment, disaster and emergency services as well as for their creativity, innovation and inclusion. This is a testament to the tremendous expansion and impact of our field of expertise.

Finalists for the “best of the best” international awards were gathered from entries submitted by national affiliates in Australasia, Canada and the United States.

Special thanks are extended to the international jury members, Mr. Kyle Bozentko, Jefferson Center (USA), Mr. Timothy Hart, SRK Consulting (South Africa) and Ms. Claire Paddison, LandCorp (Australia), as well as all the members of the judging panels for the IAP2 Affiliate Awards programs. On behalf of IAP2 you have our sincere thanks for your commitment and dedication to advancing and promoting international best practice in the field of public participation.

As you read through the summaries of the award winners and finalists presented here, we hope you will gain some valuable insights into how IAP2 Core Values are being applied to the practice around the world.

Enjoy!



**Kylie Cochrane**

*IAP2 International Chair 2017*

*Convener, IAP2 International Core Values Awards*

## JUDGING PANELS

### International Jury



**MS. KYLIE COCHRANE**

IAP2 INTERNATIONAL CHAIR AND JURY CONVENER

Kylie is an industry influencer with more than 25 years' experience in community and stakeholder engagement, strategic communication and issues management. She is passionate about engagement and committed to promoting the professionalism of engagement practice. She loves working on challenging engagement projects and brings direct proven understanding and experience on key infrastructure projects with significant community outrage. Kylie also brings vast experience in the resources, energy, and community development sectors.

Kylie is the international chair of the International Association of Public Participation (IAP2), and an Australasian IAP2 board member. She held former positions as an Institute of Public Administration Australia board member and the engagement representative on the NSW Government Independent Water Advisory Panel.

Kylie is a partner and the Global Lead of Communication and Stakeholder Engagement for engineering and infrastructure advisory firm Aurecon.



**TIM HART MA, TTHD**

CORPORATE SOCIAL AND DEVELOPMENT CONSULTANT (SOUTHERN AFRICA)

Tim Hart is a Corporate Social and Development Specialist at SRK Consulting, one of the companies that won the national and international Project of the Year category for the IAP2 2014 Core Values Award for Excellence in Public Participation, for the submission: "Alchemy: Sustainable Community Futures Beyond Mining Through Mining" – an Anglo American Platinum initiative. With more than 40 years of experience in the social and development field, Tim's areas of expertise include social assessment, social and development planning, resettlement planning, organisational assessment, stakeholder engagement and relationship building, mediation and conflict resolution, and corporate social investment. Tim has led and contributed to projects in the natural resources sector (mining and water), located in Southern, West and East Africa. He has also worked in South America and Russia. Clients include financiers, donors, mining companies, regional development agencies and government departments charged with resource management and regulation. Tim has a particular interest in securing community benefits and lasting development through mining, and advises in this context.



**CLAIRE PADDISON**

MANAGER, COMMUNITY RELATIONS, LANDCORP

Claire is Manager, Community Relations at LandCorp, the West Australian Government’s land development agency. Playing a key leadership role across the business, Claire is responsible for building internal capacity and leading the development and implementation of both community engagement and stakeholder relationship management to achieve both corporate and operational business outcomes.

Claire is an experienced stakeholder and community relations manager, with a demonstrated history of working across industry including land development, mining and social services in the private, government and not for profit sectors.

With twenty years’ experience in Corporate and Community Engagement; Crisis and Issues Management, Communications Planning, Corporate Social Responsibility and Sustainability, Claire is a strong corporate affairs professional always looking for opportunities to lead and effect social change.

LandCorp won the national and international Organisation of the Year category for the IAP2 2016 Core Values Award.



**KYLE BOZENTKO**

EXECUTIVE DIRECTOR OF THE JEFFERSON CENTER

Kyle Bozentko is the Executive Director of the Jefferson Center in Saint Paul, Minnesota, where he brings a decade of political strategy and public policy experience to directing the Center. He received his BA in Political Science and Religious Studies from Hamline University in Saint Paul and his Masters of Theological Studies from the Boston University School of Theology with an emphasis on sociology of religion and politics. Kyle’s research interests include public opinion research, health and economic policy, and social movements.



## IAP2 Australasia



**CAROL HAYWARD**

As an engagement and communications specialist, Carol has enjoyed 18 years working in the health and local government sectors helping bridge the gap between organisations, the community and stakeholders. She has experience in governance positions with strengths in leadership and coaching, and is a strategic thinker who has led the development of key strategies and policies in both New Zealand and the UK. She is a relationship builder and networker who has a collaborative leadership style, providing mentoring and support to implement innovation and change. Currently working as Community Engagement Manager at Waitemata District Health board in Auckland, Carol has previously served as Regional Co-ordinator, Board Member and is now an Ambassador for IAP2 Australasia.



**ANNE LEADBEATER, OAM**

Anne has her own consultancy specialising in disaster recovery and community resilience. Her background is in emergency management, community development and adult education working first in the neighbourhood house sector, and then for 16 years in local and state government.

Anne has worked with communities recovering from drought, fire, flood and cyclone in Victoria, New South Wales, South Australia and Queensland, and in 2014, headed up an international team to evaluate the Christchurch Earthquake Appeal for New Zealand Red Cross. Last year she completed a national tour of masterclasses on community engagement, recovery and resilience with IAP2. Anne lives in Kinglake, Victoria and was awarded a Medal of the Order of Australia for her work in the aftermath of the 2009 'Black Saturday' bushfires.



### ANN TELFORD

Ann has held senior roles in a variety of organisations including Red Cross, the Department of Human Services and the Environment Protection Authority. Ann currently holds an executive role with North East Water in Victoria and in recent years has been responsible for customer service, the contact centre, billing, marketing and communications and engagement with the corporation's 50,000 customers.

During this time Ann has led a broad range of engagement projects supporting both infrastructure and strategic planning activities. She also developed and implemented a new approach to customer engagement that resulted in North East Water receiving the IAP2 Australasia Organisation of the Year Award in 2015.

Ann holds a Bachelor of Arts and Executive Master of Public Administration. She is also qualified in Community Engagement, Emergency Management, Mediation and Project Management.

Ann is keenly interested in regional community prosperity and has served on several boards including Goulburn Ovens TAFE, Beyond Housing and the Alpine Valleys Community Leadership Program.

## IAP2 Canada



### **JULIA BALABANOWICZ**

Julia Balabanowicz is a passionate individual who strongly believes that the power of dialogue and public collaboration is required to leverage the intellectual capital needed to solve the complex, global problems we face today. She is a trained mediator, facilitator and P2 professional, with six years of experience in Ontario's electricity sector.

Julia works as a stakeholder engagement manager in Ontario's electricity sector where she engages Ontarians on diverse issues that will shape the future of province's electricity system. Dedicated to helping people have difficult conversations, Julia is also a mediator with Peacebuilders, an organization that uses restorative peace building dialogues to help youth resolve conflict in their lives.

She earned a degree from Western in politics and ethics and a postgraduate diploma from York University in dispute resolution. As a lifelong learner, she continually pursues development opportunities, including the IAP2 mentorship and the certificate programs. Julia has also spent three of the last ten years living and working in England, Korea and India and uses these experiences to inform her approach to communicating and resolving conflict.



### **SUSANNA HAAS LYONS, MA**

Susanna Haas Lyons, M.A., is a public engagement specialist who develops strategy and provides training for better conversations between the public and decision-makers.

Bridging online and face-to-face methods, Susanna has worked on some of North America's largest and most complex citizen engagement projects, including electoral reform in British Columbia, rebuilding post-Hurricane Katrina New Orleans, electronic health records for the US federal government, and the City of Vancouver's transportation future.

Susanna is an Instructor of engagement skills for governments, organizations, and international post-secondary institutions.

## **IAP2 USA**



**CHERYL HILVERT**

Cheryl Hilvert is a management and leadership consultant providing education and technical assistance for local governments on key management strategies designed to enhance organizational efficiency and effectiveness. Cheryl most recently served as the Director for the Center for Management Strategies for the International City/County Management Association (ICMA). Prior to her position at ICMA, Cheryl served for more than 31 years as a local government manager. She holds Bachelor and Master of Public Administration degrees from Eastern Kentucky University and is a graduate of the Senior Executive Institute at the University of Virginia and the Economic Development Institute at the University of Oklahoma. She is also an ICMA credentialed manager.



**LEWIS MICHAELSON**

Lewis Michaelson is a past-president, life member, and licensed trainer for IAP2, and a member of the U.S. Institute for Environmental Conflict Resolution Roster of Neutrals. Most recently, he served as Vice President of IAP2 USA. He has more than 28 years of experience resolving complex and controversial water, energy, transportation, land use, public policy and organizational conflicts through the use of public participation and neutral facilitation. He has personally facilitated more than 1,000 public meetings and workshops in over 20 states and trained more than 1,000 people in public participation, conflict management and risk communications. Currently, he serves as Senior Vice President and Chief Operating Officer of Katz & Associates where he oversees the public participation, facilitation, environmental and federal practice areas.



**LULU FELICIANO**

Lulu Feliciano is an Outreach Manager with the San Francisco Municipal Transportation Agency (SFMTA). In this role she oversees and manages public outreach and community engagement for SF's transportation agency. In addition, Lulu develops and maintains relationships with stakeholders, community and advocacy groups; oversees public outreach and engagement activities for successful project delivery of capital programs & construction projects and public transit improvements. SFMTA is recognized this year by IAP2 USA with the Core Values Award for Organisation of the Year.



**MARTY ROZELLE, PhD**

Dr. Marty Rozelle has 35 years of experience in public policy development, third-party facilitation, process design, and conflict resolution. She has designed and/or facilitated more than 400 forums and citizen committees. Marty is a founder and Past President of IAP2, and a primary developer and trainer for the IAP2 Certificate Course in Public Participation, now the Foundations in Public Participation program.

Marty has designed and conducted public participation programs for long-range land use and transportation plans, mixed use developments, trails and open space master plans, city general plan updates, water re-use master plans, and energy resource management plans. She also is expert at building stakeholder consensus in the siting of municipal landfills, dams and reservoirs, high- and low-level nuclear waste repositories, highways, high voltage transmission lines, power plants, and other energy-related projects.



**DOUG SARNO**

Doug Sarno is a Master Certified Public Participation Professional (MCP3) and Licensed IAP2 trainer with over 30 years of experience in a wide range of disciplines that support participatory decision-making, and is internationally recognized as an expert in public participation, outreach, and education. Doug was an original designer and designated Master Trainer for the IAP2 Certificate Training in Public Participation, now the Foundations in Public Participation program, and he served as an international assessor to coach and support new trainers across the world. He has participated in the development of many innovative approaches and tools in participation, including the IAP2 Spectrum and the US Environmental Protection Agency online guide to public participation.



## IAP2 INTERNATIONAL AWARD WINNERS

# 2017 ORGANISATION of the YEAR

### Winner

**Lake Macquarie City Council, Australia**

*Building a Culture of Shared Leadership*

<http://shape.lakemac.com.au/>

See page 13 for details.





## IAP2 INTERNATIONAL AWARD WINNERS 2017 PROJECT of the YEAR

### Winner

**The Dahlia Campus for Health and Well-Being (a Partnership Between the Mental Health Center of Denver and the Northeast Park Hill Community)**

*Facilitating Grassroots Support for a Controversial Construction Project in an Economically Distressed Community of Color*

<https://mhcd.org/dahlia-campus-for-health-well-being>

See page 26 for details.





## 2017 AFFILIATE OVERALL WINNERS and FINALISTS



## ORGANISATIONS of the YEAR

### IAP2 Australasia Winner

#### Lake Macquarie City Council

*Building a Culture of Shared Leadership*

<http://shape.lakemac.com.au/>

Some of the most important and difficult discussions and decisions affecting communities need to happen at a local level. How neighbourhoods will adapt to climate change, how our built environments can become more sustainable and inclusive, and how we can harness new technology and traverse the 'digital divide' are just some of the challenges that local councils and their communities face as they look to the future.



For several years, Lake Macquarie City Council has worked to address these challenges by giving its community greater influence in decisions that affect them.

In 2010, Council implemented a Community Engagement Strategic Guideline based on ten principles closely aligned to the IAP2 Core Values. This new ethos and framework has been strongly championed by Council's leadership, and has proved a catalyst for change in the culture and practice of participation, both within the organisation and in the local community.

An expanded engagement program has provided opportunities for Council to innovate and work collaboratively with stakeholders, encouraging and supporting them to play a greater role in mapping out plans and options in response to current and future issues for their City. Growth in the breadth and frequency of engagement activities means that Council is now connecting with a larger proportion of its community than ever, while more collaborative approaches are yielding solutions to major challenges.



Council has used innovative methods to reach new audiences, seeking out new tools that not only make participation fun and interesting but, importantly, more open and interactive. Introduction of collaborative methods such as online interactive mapping, along with the establishment of several community working groups, has helped to bring participatory processes that are shared and deliberative into common practice in Lake Macquarie City.

These efforts have resulted in a number of successful collaborations, which include Council’s multi award- winning collaboration with residents to develop one of the first local area adaptation plans for sea level rise in Australia.

Other examples include work to develop the City’s first digital economy strategy, Lake Mac Smart City, Smart Council, as well as the Securing our Future program, which delivered sustainable decision-making on the right level of rates and services for the City.

This year, Council completed one of the most extensive community engagement programs in its history, Shape Your Future, with a reach of more than 170,000. Although recognised as ground-breaking for both its reach and innovation, Shape Your Future is perhaps more significant because it demonstrates Council’s success in building a culture of shared leadership with its community.

This achievement was evident in late 2016, when the program culminated in a team of community members delivering a new vision and values statement for the City. It was a statement they had drafted themselves based on more than 4,000 responses and ideas gathered through Shape Your Future. This new statement of vision and values represents strong participation and influence of the community at the core of the City’s strategic planning. It will provide focus and direction for Council’s plans and actions for the coming decade and beyond.



## IAP2 Australasia Highly Commended

### Queensland Urban Utilities

*Engage or Enrage – A Whole of Business Approach to Best Practice Engagement*

<https://www.urbanutilities.com.au/>

Established in 2010, Queensland Urban Utilities is a statutory body delivering drinking water, recycled water and sewerage services to over 1.4 million customers in South East

Queensland. Its shareholders are the local councils of Brisbane, Ipswich, Lockyer Valley, Scenic Rim and Somerset, and the organisation is governed by an independent Board.

Essential services such as water and sanitation are often overlooked. With so much of Queensland Urban Utilities' (QUU) network underground, it's easy to forget just how much work is being done beneath the surface 24/7. The network connects households, schools, hospitals, restaurants, hotels, manufacturers, and new developments to clean drinking water for kitchens, bathrooms, laundries and toilets, and takes wastewater away to be treated, out of sight and out of mind.

Cities, towns and their communities rely on QUU to keep everything working to a high standard. Responsible for upgrading and improving the reliability of the region's \$5 billion infrastructure network, QUU is investing \$2.76 billion in a 10-year capital works program covering a service territory of 14,384 square kilometres.



With population growth and a vast network to maintain and upgrade, QUU knew there were many decisions to be made which would need to include the public. They recognised effective community engagement should be embedded as core business within organisational culture and practice, not only to deliver against their vision of being recognised for excellence in water and sewerage services to meet the evolving needs of their customers and communities, but to uphold the organisation's purpose to 'Enrich quality of life' and its commitment to its customers and community to 'Listen, Understand and Respond'.

This led QUU to embark on its IAP2-based engagement journey in 2015. It started with a philosophical shift in community engagement by adopting a 'no surprises' approach to project delivery. The message was simple – project managers and contractors were asked whether they would prefer to 'Engage or Enrage' the communities they would be working in. Not surprisingly, this helped frame the conversation around effective engagement and garnered executive support to build a strong foundation for engagement.

In the last 18 months, QUU has rapidly built its community engagement capability and empowered teams across the business to embrace the IAP2 values. Formalising the cultural shift toward engagement, QUU introduced its Customer and Community Engagement Policy Manual and Community Engagement Framework in 2016, to facilitate IAP2 best-practice engagement. This initiative is providing the organisation with a consistent, strategic and proactive approach to issues, risk and reputation management and best-practice engagement.

More than 75 staff, including senior management, have participated in certificate or customised IAP2 training since 2015, to build capability. All external contractors delivering major infrastructure projects also attend a community engagement workshop, to ensure compliance with the Customer and Community Engagement Policy. IAP2 trained

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‘experts’ are now embedded in key business areas and a Community Engagement Capability Centre (CECC) has been established to nurture a best-practice environment through leadership, knowledge and shared learnings.

QUU has also adopted a leadership position and is developing its own customer focused regulatory framework by developing a Customer Engagement Strategy which will better align services and capital investments with the long term interests and needs of customers and communities.

While the journey is ongoing, since embracing IAP2 core values, enshrined in QUU’s Customer and Community Engagement Policy and Framework, QUU has successfully built a strong engagement platform in less than two years, enhancing its ability to engage confidently and proactively with its customers and community. In the words of a QUU Manager, “Understanding IAP2 has inspired me to approach customer engagement differently, being more proactive and clear upfront, and being able to build stronger relationships because of it.” IAP2 core values are now the foundation of everything QUU does to ‘Enrich quality of life’ for its customers and community.

## IAP2 Canada Organisation of the Year

### City of Burlington

*Community Engagement in the City of Burlington: Making it Part of Our Culture*

<http://www.burlington.ca/en/services-for-you/Get-Involved.asp>

**The problem:** In April 2013, the City of Burlington approved the Burlington Community Engagement Charter, a partnership between the city and its citizens. Community engagement, or participation, was not taking place consistently across departments. In addition, employees did not always let stakeholders know how their input had been used. Our challenge was to make public participation part of our everyday practice at the city, honouring the agreement made between the city and residents through the engagement charter.

**The solution:** Burlington has demonstrated a commitment to the IAP2 Core Values for Public Participation through its policies, strategies, and practices. First, the city set up

Burlington City Council supports the communication engagement being done on all major initiatives. The city led more than a year of public engagement, gathering input from business groups, community groups, staff and residents.



the Charter Action Team (ChAT). ChAT is a team of residents and city employees who met, and continue to meet, several times a month to draft a Charter Action Plan to ensure the engagement charter was being followed. The ChAT team then hosted world cafes, dotmocracy sessions and discussion groups with the city's key engagers before personally signing the Charter Action Plan.

In addition, the city reports annually to the City Council about engagement work taking place and strives to finding daily opportunities to expand and enhance internal and external engagement. Burlington City Council supports the communication engagement being done on all major initiatives including both Burlington's 2015-40 Strategic Plan and Mobility Hubs. The city led more than a year of public engagement, gathering

input from business groups, community groups, staff and residents. The city held workshops in late 2015 and early 2016 to test the draft with the community, making 176 changes to get to the final version.

Today, engagement is part of the city’s regular operation, and is one of the four directions of the city’s 25-year strategic plan.

## IAP2 USA Organisation of the Year

### San Francisco Municipal Transportation Agency (SFMTA)

*Public Outreach & Engagement Team Strategy (POETS):  
A New Model for Public Participation in Transportation*

[https:// www.sfmta.com](https://www.sfmta.com)

**The problem:** Due to the scope and scale of its mission, San Francisco Municipal Transportation Agency (SFMTA) plans or implements more than 200 projects at any given time – projects that directly affect the lives of residents, businesses and other stakeholders throughout San Francisco. Larger projects can take many years to complete, with significant construction impacts on neighborhoods. Even smaller projects may involve changes or tradeoffs (in transit schedules, parking spaces, bicycle access, etc.) that those most affected care deeply about.

Externally, the challenge for SFMTA is that projects with major impacts generate significant public interest and energy. Internally, SFMTA faces the challenge of changing an institution’s culture and operating procedures. With those challenges in mind, SFMTA set out to answer this question: How can a large, complex agency improve the quality and consistency of its public outreach and engagement across hundreds of projects while strengthening relationships with the community and improving project delivery?



**The solution:** During a six-month assessment of its existing practices, SFMTA analyzed project management processes and timelines, forecasted the number and scope of projects eighteen months forward, determined the amount of staff time that would be required for public outreach and engagement during that period, and compiled feedback from the community through multiple channels. The assessment methodology included interviews with 40 project managers both within SFMTA and with City and transit agency peers, as well as focus groups with more than 60 staff responsible for public participation. It also involved a review of stakeholder surveys, correspondence from the public, and about 12,000 phone calls on the City's 311 (complaint/feedback) service.

Based on the early internal assessment, the Public Outreach & Engagement Team Strategy (POETS) focused on developing three core elements of the strategy:

- Standards for public participation that every project is expected to meet,
- Resources to support staff in building their skills and meeting the standards, and
- Recognition for those who demonstrate effort and results in working with the public.

To date, more than 70 staff members have completed the IAP2 weeklong training, and POETS has completely overhauled the agency's procedures and resources related to public participation. The practices and skills that staff use at the project level affect thousands of city residents and businesses across 200-plus projects at any given time. Through the POETS program, SFMTA leadership has committed significant resources to changing the way the public is involved in transportation projects citywide. Over three years, the agency conducted an internal assessment, researched comparative practices in public participation, designed a strategy to improve practices at the project level, built a team to implement the strategy, trained staff to apply IAP2 principles at the project level, and developed a framework for evaluation and continuous improvement.





## 2017 AFFILIATE OVERALL WINNERS and FINALISTS



## PROJECTS of the YEAR

### IAP2 Australasia Winner, Indigenous Winner, Planning Highly Commended

#### **Nuclear Fuel Cycle Royal Commission Consultation and Response Agency**

*Aboriginal Engagement Program on the  
Nuclear Fuel Cycle Royal Commission Report*

<https://nuclear.yoursay.sa.gov.au/>

The Nuclear Fuel Cycle Royal Commission Report delivered in May 2016 found that South Australia could safely increase its participation in the fuel cycle, with the storage and disposal of nuclear waste from overseas countries representing the most significant opportunity.



**Government of South Australia**  
Nuclear Fuel Cycle Royal Commission  
Consultation and Response Agency

The Nuclear Fuel Cycle Royal Commission Consultation and Response Agency (CARA) worked with key Aboriginal community leaders and stakeholder organ-

isations in the co-design and delivery of a dedicated Aboriginal engagement program. Every Aboriginal community in the state was engaged in a discussion about the Royal Commission's recommendations.

Between July and October 2016, a specialised CARA Aboriginal engagement team led culturally appropriate community information sessions and forums in 35 Aboriginal communities, centres, and towns with a high proportion of Aboriginal residents.

The Aboriginal engagement team was accompanied by experts from the Commonwealth Scientific and Industrial Research Organisation, the Australian Nuclear Science and Technology Organisation, and the Environment Protection Authority to ensure that Aboriginal participants had access to factual information about geology, seismicity, radiation safety, and environmental impacts.



The community sessions were delivered as ‘drop-in centres’ with interactive displays and accessible information such as banners, models, video animations, and information packs. This approach ensured people could attend at their leisure, learn about the Royal Commission’s recommendations, ask questions, and meet and engage with Aboriginal engagement team members and technical experts.

The Aboriginal engagement team included Aboriginal and non-Aboriginal personnel, with Aboriginal team members including the Deputy Chair of the South Australian Aboriginal Advisory Council and the former South Australian Commissioner for Aboriginal Engagement.

Feedback received from the community across all channels—structured (feedback forms, an online survey, online conversation kit, and a telephone survey) and unstructured (letters, emails, telephone calls, website comments, social media comments, and focus groups)—was collated and analysed by an independent research company, with the views of Aboriginal South Australians directly informing Government decision-making and reflected in a Community Views Report.

Satisfaction among Aboriginal participants was high, with 82 percent expressing high degrees of satisfaction, satisfaction, or neutral views regarding their experience. Moreover, 80 percent of self-selecting Aboriginal participants said they had learned more as a result of their participation in the program.



## IAP2 Australasia Highly Commended, Community Development Winner

**Department of Environment, Land, Water and Planning and MosaicLab**

*Democracy in Geelong – The Geelong Citizens’ Jury*

<http://www.geelongaustralia.com.au/>

As with any democratic institution but especially as the tier of government closest to the community, trust in local government is essential both for social cohesion and a council’s continued ability to govern. This is especially important given the current global and national findings on trust in government. In Greater Geelong, a series of negative events over a decade created conditions for the erosion of community trust in the Greater Geelong City Council (the Council). These events resulted in the eventual dismissal of the Council by the Victorian Parliament in April 2016. Administrators were appointed to act as the Council until a general election in October 2017. During the debate of the legislation to dismiss the Council, the Victorian Government committed to give the Greater Geelong community a say in determining the electoral structure before the election in October 2017.

The key question considered in designing and delivering the public participation model was: How can we involve the Geelong community in the decision in a way that reflects its diversity and results in a decision that local people trust? On behalf of the Minister for Local Government, Local Government Victoria (LGV) commissioned the newDemocracy Foundation (nDF) to design an independent process through which the people of Geelong were able to recommend their preferred electoral structure for their Council. This process included a 100-member citizens’ jury after a wider community engagement stage. The question put to the community was: “Our council was dismissed. How do we want to be democratically represented by a future council?”

The project aimed to provide the Minister with two things: practical recommendations and aspirational recommendations. The scope of the practical recommendations was an electoral structure for the council compliant with Victoria’s local government legislative framework, so: how the Mayor, Deputy Mayor and Councillors are elected; how many councillors should be elected and also specific comment about the municipality’s

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Environment,  
Land, Water  
and Planning



mosaicLAB

representative structure (i.e. whether unsubdivided or divided into wards and if wards, whether these are multi-member wards or single member wards). The scope of the aspirational recommendations was an electoral structure that might not be compliant with Victoria's local government legislative framework and other ideas to improve local democracy. The aspirational recommendations allowed a discussion that was unconstrained by 'how we do things today'.

The jury made 13 recommendations that reflect an informed view of ways to improve local democracy in the best interests of Greater Geelong. The Victorian Government formally responded to the jury, providing a level of support for 12 recommendations, including a commitment to put a Bill before Parliament to give effect to both of the jury's practical recommendations.

This was a ground-breaking approach to local democracy. No other Australian community has had the opportunity to so directly influence its local council's democratic structure to this extent and in this way. The project also occurred during an historic moment in Victorian local government, with a major review of the Local Government Act 1989 underway. Many of the jury's aspirational recommendations are currently being considered as part of this review and have the opportunity to influence the way local government works in Victoria.

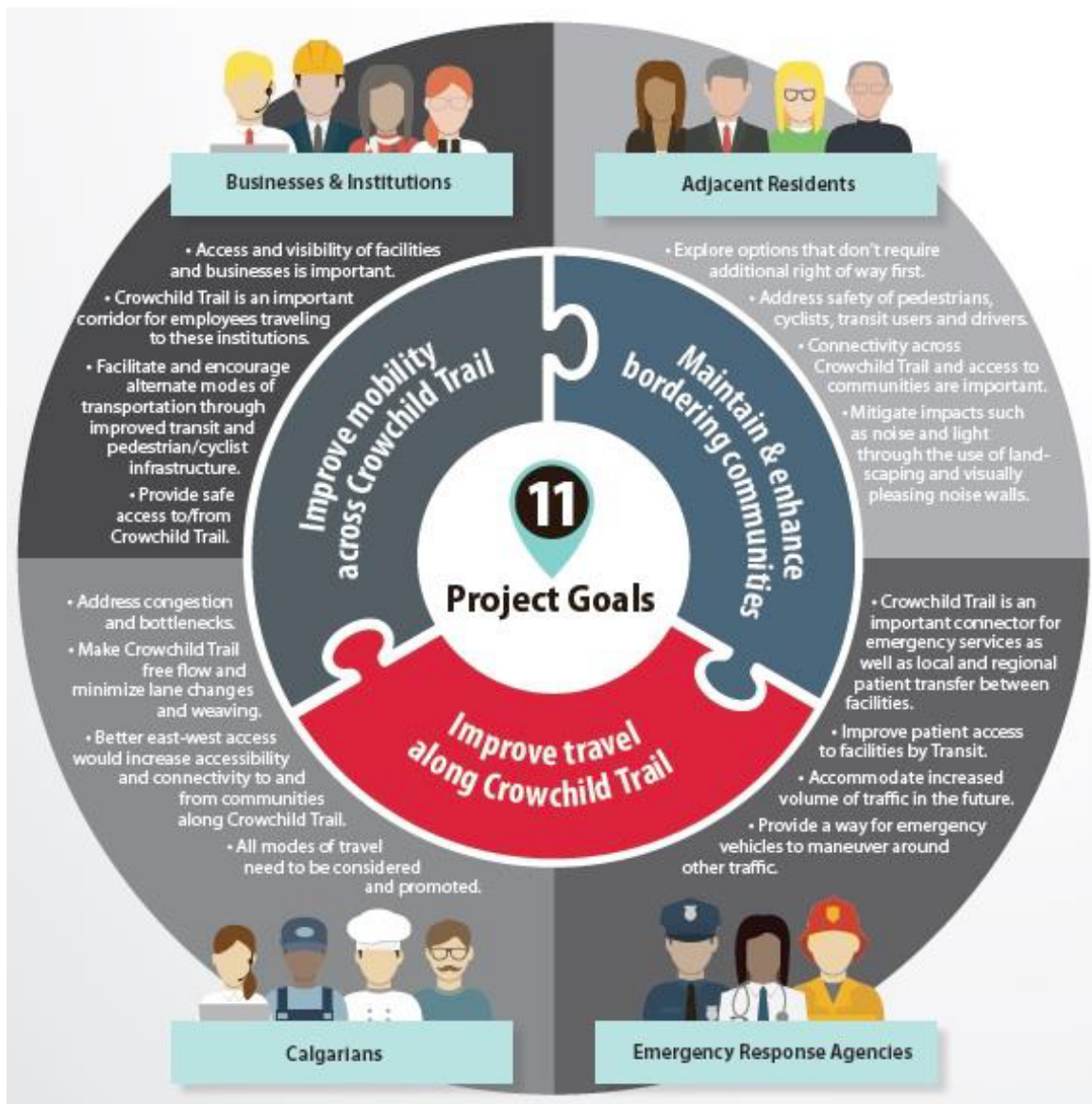
## IAP2 Canada Winner, Extending the Practice Winner

### City of Calgary

#### *Crowchild Trail Study*

<http://www.calgary.ca/Transportation/TP/Pages/Projects/Current-Planning-Projects/crowchild-trail-study/Crowchild-Trail-Study.aspx?redirect=/crowchild>

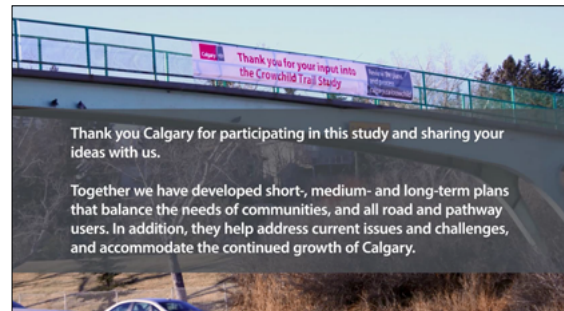
**The problem:** Crowchild Trail runs directly through several established communities in the city and is a critical part of Calgary's transportation network. The trail is experiencing challenges in its ability to function well today. Between 81,000 to 107,000 vehicles per day travel the corridor. Traffic is lined-up for 10 to 12 kilometres during



the morning and afternoon commutes. The duration of rush hour traffic congestion has been increasing and affects access into and out of bordering communities. Pedestrian and cycling access to major destinations is indirect and difficult to find.

Looking forward, Crowchild Trail needs to accommodate future transportation demands that will result from the continued growth of Calgary. Over the next 30 to 60 years, Calgary's population is expected to more than double. This means more people living in inner city neighbourhoods as redevelopment occurs over time, more people living closer to their daily amenities and major destinations, and more people using the transportation network—whether they walk, cycle, take transit or drive.

**The solution:** An intensive and collaborative process was conducted online at [www.calgary.ca](http://www.calgary.ca) and in-person at 115 sessions located at community venues, community events, and gathering places. Methods for gathering input included workshops, open houses, property owner meetings, community association meetings, community idea boards, bus tours, walking tours, and community drop-ins. Methods for promotion and awareness included a social media campaign consisting of Facebook and Twitter, email updates to subscribers, community newsletter articles, posts on the City's blog, and various other forms of physical and electronic marketing.



At each phase of the study, the project team reached out to a variety of stakeholders including:

- property owners who were impacted by the recommendations
- property owners and residents living within one block of Crowchild Trail in the study area
- residents who lived in communities bordering Crowchild Trail
- businesses and large institutions along the corridor
- emergency responders who use Crowchild Trail to deliver emergency services
- road users of Crowchild Trail (drivers, transit patrons, pedestrians, and cyclists)

The result of the Crowchild Trail Study included a well-balanced plan that included contributions from Calgarians and addressed all concerns raised. The plan also met key Transportation Corridor Study Policy objectives to maintain and enhance bordering communities, as well as improve travel along the corridor and improve mobility across the corridor for all modes of travel.

In addition, this process will result in a legacy of engaged, well-informed citizens who participated through all phases of the study and who will continue to work to improve their communities as well as a positive legacy of trust in area communities, which can be built upon for future implementation of the study recommendations.

## IAP2 USA Winner, Respect for Diversity, Inclusion and Culture Winner

### The Dahlia Campus for Health and Well-Being (a Partnership Between the Mental Health Center of Denver and the Northeast Park Hill Community)

*Facilitating Grassroots Support for a Controversial Construction Project in an Economically Distressed Community of Color*

<https://mhcd.org/dahlia-campus-for-health-well-being>

**The problem:** In 2012, the Mental Health Center of Denver (MHCD) purchased the dilapidated Dahlia Square property in the Park Hill Neighborhood. MHCD had served Northeast Park Hill residents for years, but in offices that were difficult to reach via public transportation. MHCD announced their intention to construct a community mental health facility on the site in hopes that a local “footprint” would enhance its capacity to provide wrap-around mental health care for individuals and families of all ages.

Residents of the neighborhood saw things differently, however. According to Dr. Lydia Prado, project lead for the Dahlia campus, communities often resist construction of mental health facilities, in response to a strong (but largely unfounded) stigma associated with the work. The team at MHCD had a compelling recognition that the campus would only achieve its full potential if it was closely connected to and supported by local community members. The challenge was to assuage unfounded fears about the nature of community mental health and to forge trusting partnerships with community members such that the completed facility would offer real benefit to those for whom it was being built.



The challenge was to assuage unfounded fears about the nature of community mental health and to forge trusting partnerships with community members such that the completed facility would offer real benefit to those for whom it was being built.

**The solution:** Two MHCD leaders took primary responsibility for public outreach: Dr. Lydia Prado and Dr. Forrest Cason. Prado began by introducing herself to two community elders: women who together had over 80 years of experience living and working in the community. She described the project, explored local needs, and asked questions

Perhaps Prado's most courageous decision was to visit local gang leaders in their homes. In hindsight, she believes these one-on-one visits strongly influenced public opinion and helped protect the campus from vandalism during the construction phase.



about power structures within the community. During community meetings, Prado describes herself as having “gone in with the attitude of learning from” not “learning about”, and “listening hard.”

Outside of the meetings, she initiated more one-on-one conversations with people who were identified early on

as informal leaders, as well selected individuals participating in community gatherings. Perhaps Prado's most courageous decision was to visit local gang leaders in their homes. In hindsight, she believes these one-on-one visits strongly influenced public opinion and helped protect the campus from vandalism during the construction phase.

The result of this process was construction of Dahlia's 4-acre, 46,000-square foot child and family wellness center: the first of its kind in the country. In addition to mental health support for children, families, and teens; the campus offers quality childhood early education, pediatric dental care, deaf and hard of hearing support, access to fresh produce and healthy proteins (through a one-acre urban farm and 5,400-square-foot aquaponics greenhouse), a teaching kitchen, a multipurpose community room, and a gymnasium.

In its first year of operation, Dahlia served over 4,000 people in its community spaces. Now, 18 months after opening, all of these spaces are booked out until 2018. Staff-resident connections continue to grow, and residents actively partner with staff to offer classes and other programs of local interest and concern.



## 2017 PROJECT CATEGORY WINNERS and FINALISTS



IAP2 AUSTRALASIA

## PLANNING

### Winner

#### Straight Talk

##### *Kosciuszko National Park Wild Horse Management Plan Review*

Kosciuszko National Park is home to a number of plants and animals found nowhere else on Earth, many of which have been declared threatened or vulnerable. It is also one of the most important water catchments in south-eastern Australia. The NSW National Parks and Wildlife Service (NPWS) protects and conserves the Park's native plants, animals and ecosystems for current and future generations.

The Park's fragile and unique native ecosystems are under pressure from the approximately 6,000 wild horses that live in the Park. As large, heavy and hard-hooved animals, horses cause damage to riverbeds, streams, natural bogs, wetlands, vegetation and soil structure when they forage for food or seek water, impacting on native plants and animals.



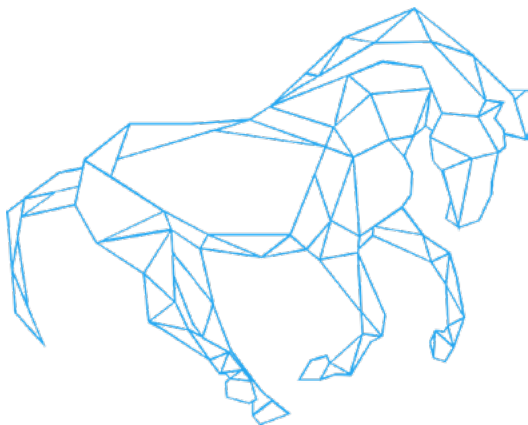
NPWS manages the impact of introduced species, such as horses, through a range of feral animal and pest management plans. The 2008 Plan was under review during 2014 and 2015,

and the capture of community views about the management of wild horses in the Park was a critical component of that review. The draft of the revised Plan was put on public exhibition in 2016.

To support the review, Straight Talk developed a comprehensive stakeholder and community engagement program the purpose of which was to:

- Provide information about the issues associated with wild horse management in the Park
- Generate considered dialogue about the management of wild horses
- Capture a representative cross-section of community views
- Gain an understanding of the underlying values that drive those views
- Involve stakeholders while limiting their ability to dominate dialogue.

The project involved a number of significant challenges that needed to be appropriately and adequately addressed by the seven-month engagement program. These challenges included: the politicisation of the issue and the polarisation of the debate around an artificial kill/don't kill dichotomy, holding conversations around a complex issue which attracts strong and emotional responses, over-engaged stakeholders wishing to dominate public discourse and ensuring the views of the general public, the 'silent majority', were heard.



The extensive engagement program addressed the above challenges. It included a range of mechanisms by which the voices of everyday citizens could be heard and through which stakeholders could be 'brought into the tent' without having undue influence. Activities included randomly-selected focus groups in Sydney, Parramatta, Canberra and Jindabyne, online surveys at different program stages, online discussion and engagement platform, 21st century town hall meeting for deliberations and

'kitchen table discussion guides' to enable grassroots feedback without the travel and time commitment needed for public meetings. The online engagement platform was designed and managed by project partners Bluegrass Consulting.

Approximately 21,000 people participated in the engagement programme across all activities. The majority of these participated via the online engagement platform which was 'live' from July to December 2014 and received almost 20,000 unique visitors, making it the most popular NSW online engagement ever. The online surveys attracted over 1200 participants, and the focus groups, 21 century town hall meeting and the kitchen table discussion guides involved approximately 320 participants. Some of these people participated in more than one engagement activity.

The outcome of the engagement programme was a significant body of qualitative and quantitative data which clearly indicated the community's views on wild horse management and the protection of native flora and fauna, what the community values, and



the matters the review, and the next management plan, needed to address in order to have community support. The combination of different engagement methodologies allowed NPWS and the NSW Government to ensure the revised Plan reflects the views of everyday citizens.

## Highly Commended

### North East Water

#### *Your Water, Your Say*

North East Water delivers water and sewerage services to 41 towns and cities in north east Victoria. Every five years we develop and lodge a “Price Submission” with the Essential Service Commission. The document specifies our products, services, service standards, capital and operational budgets and customer pricing for the next five years. In response, the ESC as the ultimate decision maker, delivers a “Price Determination” confirming capital projects, operational budget and prices for the next term.

Several years ago North East Water embraced the IAP2 approach to decision making and this was applied to our 2017 Price Submission. Our engagement project “Your Water Your Say” was intricately planned and reflects the IAP2 Core Values. Customer needs and interests were identified through a comprehensive engagement project taking more than a year and reaching the “Collaborate” level.

The project included the collation of informing documents in a “knowledge library”, an online survey, pop-up kiosks in 25 towns, focus groups with residential customers in our three cities and focus groups with commercial customers, industrial customers and land developers. We also engaged separately with young people and Aboriginal elders. The feedback from those activities was collated and provided to an independently recruited Deliberative Forum of 32 people, reflecting the demographic of our service region. The Forum deliberated under the guidance of independent facilitators for six days including one day in the presence of our Board and Executive Team. Another extensive round of engagements has since delivered feedback on the outcomes to all those who participated.

Through the engagement activities our customers gave voice to 88 Proposals. 67 were accepted by the Board without change, 15 were accepted with minor modification and 6 were not accepted.



In addition to our products, services and service standards, the tariff structure and level of pricing were nominated by customers. Customers also deliberated on the term of the Price Submission and recommended eight years rather than five, to provide a longer period of price certainty. The price increases nominated by customers are no more than 1% per annum above CPI. This equates to around \$23 per household, per year. The increase will be offset by a significantly increased Customer Support Program, for people experiencing financial hardship. This too was driven by our customers.

We can demonstrate to our customers how their input guided the decision to seek an eight year Price Determination with a capital spend of around \$150M and an operational budget close to \$400M.

Our Price Submission experience highlights the value of public participation to customers but also its value and versatility for business. In this project, North East Water as a monopoly provider, has collaborated with customers to establish products, services, service levels and pricing for the next eight years. The project has also enabled us to build deeper relationships with our customers and a more meaningful partnership with the ESC. The process also enthused our staff, who increasingly appreciated the benefit of inviting our customers and community to tackle quite complex dimensions of our business. We are very proud to have achieved an average satisfaction score for our engagement practice of 93% and our commitment to IAP2 is stronger than ever.

## ENVIRONMENT

### Winner

#### Melbourne Water

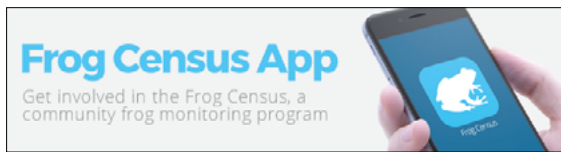
*Leap-frog: Benefits of Engaging Scientists in the Development of Melbourne Water's Frog Census Mobile App*

Melbourne Water's Frog Census is a citizen science program that allows anyone from the public to contribute to the knowledge and conservation of frogs in Melbourne. Volunteer collected information is used to map the distribution and abundance of frog species, and influence the management actions of Melbourne's waterways.



Enhancing Life and Liveability

Now in its 16th year, the Frog Census has undergone a number of changes to adapt to changing technologies, biodiversity information requirements and participant feedback. In 2016 Melbourne



sought advice from current volunteers on what improvements they would like to see from the program. Results from this online survey indicated a strong preference for a smart phone app to make submitting frog records easier.

Working with volunteers, Melbourne Water set out to achieve a number of goals:

- Develop a user-friendly mobile app to simplify recording and data processing
- Remove barriers to participation and increase number of volunteers and submitted reports
- Provide relevant frog information and resources the community can use for their own engagement actions

Volunteers were the driving force behind developing the Frog Census App, and were involved in the design, creation and testing of the mobile application. Participation was sought through a range of methods, including online surveys, face to face interviews and installing test software on volunteers' smart devices.

An engaged community is an essential aspect of managing the natural environment, including our waterways. Involving volunteer citizen scientists in the end-to-end design of Melbourne Water's first Frog Census mobile app has significantly enhanced engagement in the program and attracted unexpected discoveries and re-discoveries of frog species and locations. The redesigned census will lead to better-informed decisions across government about frog conservation.

### AT A GLANCE:

#### Benefits of Citizen Engagement in the Frog Census App

- » High participant satisfaction: 4.5 / 5
- » 85% increase in volunteer participation
- » 632% increase in frog reports over last paper-based census
- » 12 recordings of the endangered Growling Grass Frog
- » First recordings of the Red-Groined Froglet since 2008 and two new locations of it identified on the Mornington Peninsula
- » First recording of a Spadefoot Toad in five years

## Highly Commended

### New Zealand Association for Environmental Education (NZAEE)

*NZAEE Seaweed – Kia Kaha, Tangata Moana!*

NZAEE Seaweed (Seaweed) is a unique experiential engagement programme celebrating the sea, hosted by the NZ Association for Environmental Education. It provides special opportunities to experience the beauty and mysteries of and learn more about the diversity and significance of our marine environment. It is the only annual, national



public event dedicated to learning from the sea through a focal week of activities – the knowledge gained then actively applied to ongoing marine management. Seaweed began as a novel marine education activity in 1992 and enjoyed several years of enthusiastic support before being struck by

dwindling sponsorship, unclear direction and unrealistic expectations. There was confusion about audiences and purpose and other conservation management problems took prominence. Its future looked grim. Yet as the seriousness of marine sustainability issues continued to emerge within the context of New Zealanders' love for the sea, the event prevailed. People began asking, "What's happened to Seaweed?"

Marine educators in formal education and community settings identified a significant gap in learning opportunities and resources. Marine reserves proposals raised complex issues relating to the oceanic "tragedy of the commons". State of the environment reporting continued to reveal marine biodiversity concerns. NZAEE became increasingly aware of the potential role in public engagement that Seaweed could take.

A five year public participation plan was developed taking a bold, collaborative path.

Adopting a far wider, much more inclusive approach to what Seaweed could become, openly seeking participation in its design and execution and identifying it as a catalyst for long term public action have firmly secured the event's value in terms of community engagement and its ongoing contribution to sustainable marine management outcomes. A focus on the decision question - how can this one event be effective in creating lasting, positive change for our ocean? – has brought Seaweed into the broader realms of citizen science as an encompassing community engagement opportunity. A foundation principle has been learning from, rather than about, the sea. This has enabled groups and individuals with a range of views, beliefs and practices to come together to offer activities and information accessible to all New Zealanders under the Seaweed banner. The diversity of activities offered has thus grown to include community guided

Participants specifically stated they were more aware of their effects in and on the sea, that they better understood its contribution to overall human and environmental well-being, and they could clearly identify relevant issues affecting marine environments.

snorkel days, presentations at conferences or hui, community monitoring projects, nationwide movie screenings, competitions celebrating Ocean Champions, marine labs in city squares, traditional weaving workshops, beach clean-ups and sand sculptures. Research, literature, resources and experts are made freely available. Thousands of people now participate in the programme whether as sponsors, supporters, activity organisers, marine champions or community members. They encompass marine interests from fishing to coastal planning. They're connected through a widespread communication network comprising local and regional groups, on-line media, print and broadcast media and new showcasing opportunities. Public participation in Seaweed has brought it to national media attention in our major centres and to every NZ school.

A robust monitoring and evaluation regime ensured annual assessment of progress with a collective three-year review and final five-year plan evaluation conducted. The value of a structured approach and focus on the decision question were reflected in the findings – an overwhelming increase in participation, support and engagement. The number of people undertaking Seaweed activities quadrupled. The number of registered activities reached its highest at that time to 209. Sponsors and supporters increased in number, geographic spread and range of interest. Participants specifically stated they were more aware of their effects in and on the sea, that they better understood its contribution to overall human and environmental well-being, and they could clearly identify relevant issues affecting marine environments. They knew what they could do in future to contribute to marine sustainability – and are doing it. Kia kaha, tangata moana!

## HEALTH

### Winner

#### Waitemata District Health Board

##### *Perception of Primary Birthing Units - Hearing from the Quieter Voices*

Since 2013, Auckland and Waitemata District Health Boards (DHBs) have been working together to develop a plan for maternity services to meet our communities needs into the future. Researchers identified an increasing demand for maternity services in the Waitemata area as the population continues to grow and the DHB determined to explore the potential demand for increased primary birthing facilities. The DHB board requested that 'quieter voices' were heard from during the consultation.



The consultation was designed in partnership with consumer representatives and a range of internal and external partners. Feedback sought to understand perceptions of where a primary birthing unit should be located, what facilities should be included and how the unit should be managed, as well as what would encourage the community to use the unit.

People were offered different ways of providing feedback: through an online survey or through one of a series of small group forums aimed to focus specifically on the views of Māori, Pacific, Asian and young parents. DHB-run forums (seven in total) took place on different dates and locations (including weekends and evenings).

The events were run in a way to be culturally inviting, and were held in community venues with easy access and free parking. Language support was provided where



possible. In addition, there were a number of small group discussions that targeted key communities such as youth or refugee and migrant communities.

Providing a mix of online and face-to-face ways for people to provide feedback worked well. Having an online link was particularly useful to be able to share directly with key stakeholders and mailing lists, through social media networks and websites. Interest was high with around 1,500 people participating in the consultation process overall.

Community meetings, hui and events were attended by over 450 people and there was an ethnic diversity of responses with 11% Pacific, 10% Asian and 8% Māori. Respondents varied in age from teenagers through to grandparents.

Community partner organisations were key to the success of reaching specific demographics and this was particularly effective for Asian and Pacific communities. Community leaders and elders were important to involve early which helped to build trust and encouraged others to participate while also providing insight into how families influence a mother's choice of where to birth their babies.

## INFRASTRUCTURE

### Winner

#### **Mackays to Peka Peka Expressway Alliance**

##### *Mackays to Peka Peka Expressway*

The \$630 million Mackays to Peka Peka (M2PP) Expressway runs through the heart of the very vocal and passionate communities of Raumati, Paraparaumu, Waikanae and Peka Peka on the Kāpiti Coast. The four lane Expressway is a Road of National Significance north of Wellington, New Zealand.

When first announced in 2009, the Expressway proposal divided community opinion and attracted some strong, heart-felt resistance within the community. Following the planning approvals, a deliberate decision was made by the NZ Transport Agency to deliver this Project through an Alliance contractual model where the IAP2 core value of collaboration was embodied in its structure right from the beginning. The M2PP Alliance, made up of the NZ Transport Agency, Fletcher Construction, Beca, Higgins, and supported by Goodmans Contractors, Incite and Boffa Miskell, recognised that, for the project to be successful, dedicated effort would be needed to constructively move forward from these contentious beginnings. The Alliance was also supported by the Kāpiti Coast District Council, with a Council Manager appointed to the Alliance Management



Team. This collaborative approach with the Council through the design and construct phase sought to bring the community alongside the project to ensure local aspirations were at the heart of the Project's decision making.

To build an Expressway in this challenging environment with a divided community demanded innovative and genuine engagement and collaboration with the community. The IAP2 core values for public participation was fundamental to all of M2PP's engagement with its community. A dedicated Community Liaison team, through which implemented a range of innovative engagement methods over the three to four year design and construction phase, turned protest into interest, intrigue and active participation by the community. Many innovative methods over a range of different mediums were used to engage with the community and regular community surveys were undertaken to ask the community for feedback on how the Alliance was going and how they wished to be engaged. Two of these key innovative methods used were:

- Three Neighbourhood Impact Forums were established for three local residential areas identified as being particularly impacted by the Project. These NIFs met monthly and comprised of any resident in that neighbourhood who wanted to participate, a grass roots approach that empowered local people to be involved in decision-making in their neighbourhood. The NIFs facilitated communication between the community and the Alliance in an open and transparent way, and helped us cultivate an environment that supports community involvement and ownership of the project.
- The team engaged a local company to create animated videos of staff working on the Project, including the Project Manager, to convey key messages and provide information about the Project to the community. These were a really fun way to engage with the community and were used in monthly newsletters and other email communications.

The innovative community engagement methodology based on the use of many different IAP2 engagement tools, saw dramatic change in public perception and attitude towards the project. The success of the Alliance's engagement is reflected in the overwhelming positive feedback received including media stories. The latest community



survey, 99% of respondents agreed that the Alliance was doing a good job at working and communicating with the community to deliver the Expressway.

When the Expressway opened in February 2017, there was a clear sense of excitement in the Community and feeling they had a road to be proud of. Pat Dougherty, chief executive of KCDC said when the Expressway opened “Everyone was committed to engaging with our community, doing a high-quality job and delivering a project the community would be proud of. This has been an example of central and local government collaboration at its best. A project that started in an adversarial climate is finishing with a strong degree of community buy-in and a much needed second north-south connection for the district.”

## Highly Commended

### Central Coast Council

#### *People Powered Skate Place*

Central Coast Council had developed a Skate Strategy which included the requirement to design and build a unique, iconic, multipurpose, multigenerational facility that complemented the existing location and provided a safe environment for all levels freestyle riders such as skateboard, scooter and BMX.

The skate park needed to be the central social hub for the youth and the broader community of Wyong while also appealing to the global skate community as a world class facility and creating a draw card to attract active recreation tourism to the Central Coast.

Council’s approach was to understand what its community wanted and empower these stakeholders to contribute to the design process. The initial feedback will generate the design vision for the draft concept design options, created a community driven identity and brand for the facility and build a baseline picture regarding the demographics of the skate and broader community.

The consultation process was an integral component of the development of a youth precinct and skate space. In order to ensure the success and longevity of this key community asset, it was essential to engage with the future users of the space.

Through a combination of user group workshops, community meetings, surveys and forums the consultation process empowered youth and other community members and groups to take stewardship of and pride in their public spaces.



## Highly Commended

### Level Crossing Removal Authority

#### *Abbotts Road Level Crossing Removal Project*

In 2015 the Victorian Government established the Level Crossing Removal Authority (LXRA) to remove 50 of Victoria's most dangerous level crossings. The Abbotts Road level crossing located in an industrial precinct in Dandenong South is high on the priority removal list, with 23,000 vehicles and 120 trains passing through this crossing each day. The high volume of traffic causes congestion on the road network surrounding the crossing and safety is a key issue, as some road users attempt to beat the red light before the boom gates go down. There have been two deaths in the last seven years at this level crossing.



LXRA was newly formed when it commenced community engagement in February 2016 to support the planning process for a proposal to remove the level crossing by connecting Pound Road West and Remington Drive and closing Abbotts Road. Typically, other level crossing removal projects have presented the community with two options, being to either lower the rail below road or build an elevated structure to raise it above the road. Community members expressed their outrage about this proposal through a range of state and local media articles and LXRA received strong stakeholder feedback that it was not acceptable to remove the crossing at the expense of closing Abbotts Road.

LXRA CEO Kevin Devlin confirmed to stakeholders and the media that LXRA would seek feedback on all possible options and reset the timeframes for both the planning stage of the project and the community engagement process. Kevin acknowledged the negative community sentiment towards the early engagement and said, "let's do this differently".

The engagement and technical teams worked closely together to design a three-phased engagement approach to be carried out over a ten-month period. The approach was designed to create a genuine exchange between LXRA and community members through a strong focus on face to face engagement.

Opening the project up to the Business Liaison Group established a stronger relationship among LXRA, the BLG members and the wider industrial precinct community, which helped LXRA gain renewed support for the project.

To support the engagement activities throughout the three-phased engagement process, the LXRA established a Business Liaison Group (BLG) comprising local employees, business owners and landowners. Whilst the BLG was not a decision-making body, its purpose was to provide recommendations directly to the technical project team over six meetings, drawing upon its local knowledge and insights to inform the planning stage. The technical team were highly involved in every BLG meeting and heard directly from stakeholders who are impacted by the project.

Opening the project up to the BLG established a stronger relationship among LXRA, the BLG members and the wider industrial precinct community, which helped LXRA gain renewed support for the project. The BLG members strongly valued the role of their group and expressed interest in remaining as an ongoing body. They suggested the group continue to be chaired by the Local Member, Gabrielle Williams to advocate on issues or opportunities important to the industrial precinct. In a speech to her parliamentary colleagues on 25 October 2016, Gabrielle Williams publicly thanked the BLG for their involvement in the project and their full support of the final reference design. Gabrielle Williams also acknowledged the ‘bumpy start’ to the project that was overcome through the reset community engagement process.

In October 2016, LXRA announced its reference design for an elevated rail bridge and received the support of the community and stakeholders. There had been a significant shift in community views and sentiment towards both LXRA and the project compared to the outrage experienced in early 2016. Key to this shift from outrage and support was a transparent engagement process where the community felt their involvement had influenced the project decisions.

## COMMUNITY DEVELOPMENT

### Highly Commended

#### Gateway Health

*Local People Have Solutions to Local Food Challenges*



Public participation in the planning and design, implementation and evaluation of community development is the cornerstone of our work. The Local People have Solutions to Local Food Challenges work took place in the Rural City of

Wangaratta (North East Victoria, Australia). This was undertaken with public participation core values as the backbone of all steps along the way. This helped to create

This project is about putting the community in the driver's seat. Local people have solutions to our local food challenges. Local people are the experts in developing ideas and are trustworthy decision makers about things that matter to them.

meaningful and sustainable projects throughout our community. The process was undertaken in two phases. Phase one, called Local People Local Food Solutions (LPLFS), used a community participation action research approach to examine the barriers, enablers and solutions to accessing healthy affordable food. Phase two, called Grow Your Idea (GYI), used an innovative grants process and incorporated the locally derived solutions from phase one into its selection criteria.

In 2014 LPLFS eight Community Researcher Volunteers (CRVs) conducted 17 focus groups. Their findings identified 10 solutions to support people to gain better access to affordable healthy food in our community. This became the selection criteria for the GYI grant model.

GYI was developed in partnership with our community researchers with a belief that local people are the experts in developing ideas that help people and families, like themselves, live healthy lives. Utilisation of their feedback resulted in an innovative grant process that was simple, provided support and resources to help the recipients apply and manage their projects successfully. We encouraged individuals who had an innovative idea regarding promotion of healthy eating to apply for the grant. Organisations and community groups that typically apply for such grants could also apply for GYI.

The GYI grants scheme had three rounds from October 2015 to November 2016 and funded 21 individual projects to help people to gain better access to affordable healthy food. Two of these funded projects were developed by CRVs from LPLFS. We designed the grant process based on core public participation values to include the involvement of grant recipients in decision making regarding their own ideas. The applicants attended two workshops. Trusting in collaboratively decision making, in workshop two, this grant model innovatively allowed fellow applicants to decide how much money each project received in their round. Community coaches were matched to applicants who wanted a mentor for the duration of their project.

This project is about putting the community in the driver's seat. Local people have solutions to our local food challenges. Local people are the experts in developing ideas and are trustworthy decision makers about things that matter to them. We have learnt so much from our local community and the importance of respecting communication

when engaging, involving and working with the community. People did a lot with a little and were innovative in how they tackled both research and projects. Community members demonstrated their ability to create solutions, widen their networks and work in partnership to help their projects succeed. The health and wellbeing of the Rural City of Wangaratta is indebted to the efforts of its community. More people now have access to healthy affordable food.

## DISASTER and EMERGENCY SERVICES

### Winner

#### Western Power

##### *Waroona Bushfire Response*

"In early January 2016 a major bushfire swept down from the parched Darling Escarpment and across the farms of the Swan Coastal Plain. The fire had a severe impact on the settlements of Waroona, Yarloop, Preston Beach and surrounding areas. For many people affected, it will take time to adjust to the pain of loss and suffering. For some, there will be enduring, lifelong memories of hurt and loss."

*Report of the Special Inquiry into the January 2016 Waroona Fire*

At 7.25am on Wednesday 6 January 2016 a fire had started, by lightning, at Lane Pool Reserve, south east of Dwellingup approximately 100 kilometres south of Perth. By noon on Thursday 7 January Western Power had reached a peak of 3,500 customers without power, mostly from Waroona, Dwellingup and Preston Beach.

The fire quickly escalated, with an excess of 70,000 hectares burnt (the fire scar being the size of metropolitan Perth) and residents being evacuated to facilities in Waroona, Pinjarra or Australind. During this time the fire-front passed through Yarloop, claiming two lives and destroying 121 houses, 18 buildings of commercial or community significance – including a fire station, hospital, hotel, hall and the historic Yarloop Workshops.

The destruction for Western Power resulted in approximately 1000 damaged power poles and for a sustained period of 3 weeks over 1000 customers without power. We planned for our largest restoration effort ever. We deployed 80 trucks, 140 crew members and needed a 'laydown' area the size of five football fields. This restoration effort was three times larger than any other event Western Power had ever dealt with.

At the core of our response was how to engage with a displaced and vulnerable community that needed to be supported during and in the immediate aftermath of the bushfire crisis. Electricity is a critical element required by individuals and communities to function effectively. As an essential service provider, Western Power's key objective was to reconnect people with electricity as safely as possible. As an organisation with employees that work and live within the impacted area, the key objective was to support our community through a flexible and responsive engagement process that helped a community get back on its feet.

"Studies show that during an incident, information is as critically important to people as food or water. Accurate information can provide reassurance that response and recovery are truly underway."

**(FEMA, 2015)**

## JUDGES' AWARD

### Winner

#### Tasmanian Fire Service

*1967 Bushfires – Share Your Story*



Tasmania Fire Service

The Tasmania Black Tuesday bushfire disaster of 1967 is considered one of the worst to have occurred in Australian history. February the 7th 2017 marked the 50 year anniversary of the 1967 bushfires. As a Bushfire-Ready Neighbourhoods resource to engage people in bushfire prevention, preparedness and response a collaborative digital story project was developed to collect personal '67 bushfire stories. This avenue of preserving oral tradition and narrative knowledge transfer has been an effective means of peer education and community engagement.

The '1967 Bushfires Share Your Story' project created the opportunity for stakeholders of residents, communities, businesses, not for profit organisations and the government to participate by sharing their bushfire knowledge and experiences to increase community bushfire risk awareness and to meet to plan for a range of commemoration events for this significant 50-year anniversary.

A touring video booth, the first of its kind in Tasmania, was made accessible to the community for free at major Tasmanian events and community venues state-wide over a 15 month period. The video booth enabled people to record their digital story and contribute information about local bushfire history in their own words.

The collected digital stories are presented on a '67 Bushfires Storymap ([67bushfires.fire.tas.gov.au](http://67bushfires.fire.tas.gov.au)) which currently holds 280 pieces of content. This collection of stories does not only have significance historical value but it also creates a 'grass roots' means



for people to impart important local bushfire-ready information. The engagement and educational value is that this information is not coming from an emergency response agency-an 'authority'- but from a 'neighbour' who had firsthand experience in a major bushfire event.

The '67 Bushfires Storymap is now a resource tool utilised by community members, emergency volunteers, teachers, students, parents and residents to broaden their understanding of the role of emergency services and their own responsibility towards preparedness of a bushfire disaster. The Bushfire-Ready Neighbourhoods team utilise the Storymap to engage people in local areas about bushfire history, promoting a 'shared responsibility' towards bushfire preparedness and disaster resilience.

The Bushfire-Ready Neighbourhoods program is the Tasmania Fire Service's community engagement program for bushfire prevention, preparedness and response in Tasmania and was the winner of the 2014 Tasmanian and Australian Resilient Australia awards, the winner of the Core Values Emergency Services awards in 2015, and in December 2016 received the Institute of Public Administration Australia (IPAA) Tasmania Branch award for Best Practice in the Public Sector.

## Winner

### Cairns Regional Council and Articulous

*Our Cairns*



Articulous developed a communications and engagement plan for the Cairns Regional Council to engage residents and stakeholders in the future direction of the region. Cairns Regional Council was entering its next round of regional and strategic planning and to inform this process Council sought to identify the needs and desires of the community to ensure planning for the



region considering the social, liveability, economic and cultural aspirations of the broad community.

Cairns Regional Council sought support from Articulous to develop and deliver an engagement process that would attract broad participation to capture many ideas about local issues and expectations, but also to provide valuable insights for consideration in strategic planning. Articulous developed, implemented and evaluated 'Our Cairns' via an online survey using avatars along with a range of events to engage residents and visitors.

Our Cairns engaged with the community and stakeholders to:

- Increase the level of participation of the public in council planning.
- Capture views of differing sectors within the community and from the general population on what sort of Cairns they want to live in.
- Ascertain the community and sectors' satisfaction with Council's overall activities and service delivery.
- Enable residents to raise issues or suggestions about their specific suburb.
- Ask the community their views on specific topical questions or issues.

It also assisted Council to:

- Understand the community's priorities and use these to inform the strategic direction of the Council.
- Develop a Corporate Plan that is practical and meaningful and truly represents what the community strives for over the next 5 years.
- Improve service delivery to the community meeting the community's needs and aspirations as identified through the engagement process.

Outcomes for Our Cairns engagement activities included:

- 6,446 people responded to the survey (representing more than 4% of the population) – the previous community survey yielded 600 responses, representing a 974% increase in responses.

Cairns Regional Council sought support from Articulous to develop and deliver an engagement process that would attract broad participation to capture many ideas about local issues and expectations, but also to provide valuable insights for consideration in strategic planning.



- Australia's first avatar generator to map community values. In total, 943 avatars were created by community members.
- Nominations to attend the deliberative forum were 3.5 times the number of places available.
- Input received from a wide demographic spread throughout the Cairns region – broadly reflecting the demographic profile of Cairns.
- 1,200 photos were contributed to demonstrate the community's vision for Cairns.
- Tens of thousands of ideas were generated across the survey and forums.
- 100 people took part in the community forum, and 70 in the stakeholder forum
- Extensive interest groups were represented.
- Key priorities for the future of Cairns were identified.
- Local issues by suburb – including concerns around traffic, congestion, parks, and animals.
- Smart city and economic diversity ideas were strong.
- Tourism and the environment were major points of interest.
- Smart cities ideas included energy driven by technology, electric bus services, more technology in public spaces (free Wi-Fi), and driverless vehicles.



## 2017 PROJECT CATEGORY WINNERS and FINALISTS



IAP2 CANADA

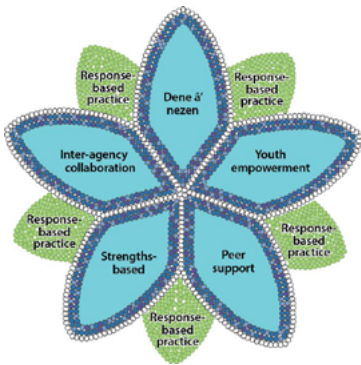
# INDIGENOUS ENGAGEMENT

## Winner

### Beringia

*Dene ā' nezen (Dignity and Respect): Youth for Safety*

**The problem:** Violence against Aboriginal women and girls has been repeatedly identified as a National crisis in Canada. Consistent pressure from Aboriginal and women's rights advocates have led to the recent launch of a National Inquiry into Missing and Murdered Indigenous Women and Girls. As events relating to this Inquiry gear up in the North, participating community members will require the support of their community as they relive the associated trauma.



Watson Lake has a population of about 800 people. Approximately half self-identify as Aboriginal. Reported crime rates historically have been significantly higher in Watson Lake than in other Yukon communities. As a small, remote community, Watson Lake has under-resourced and oversubscribed social development services. These social

development services are generally geared toward providing services within an adult context, thus youth are underserved.

**The solution:** Youth for Safety (YFS) is a three-year Youth empowerment project designed to foster community safety and justice for young women and girls centered on the town of Watson Lake, Yukon and nearby Kaska First Nations populations in Two Mile area, Upper Liard and Lower Post, BC. This project was initiated by the Liard Aboriginal Women's Society (LAWS), a non-profit, charitable, community-based, Indigenous organization providing social development services to the Kaska Nation in the Yukon



and northern British Columbia. LAWS worked in collaboration with Watson Lake community organizations, external facilitators and an evaluator to deliver YFS.

The project recognizes the need for active female and male youth participation in addressing issues of violence against young women and girls. It is designed to provide youth with the knowledge and

skills needed to assume a leadership role in promoting safety and justice for women and girls, both youth to youth and within the community at large. The program model used to deliver this project is based on the following philosophical pillars: response-based practice, youth empowerment, interagency collaboration, peer support, strengths-based and the cultural concept of respect and dignity (Dene ā' nezen). Each philosophical pillar shaped the program design, methods/program delivery, and performance measurement.

The end result of this project will be a community-wide increase awareness on the issues surrounding violence against young women and girls as well as the proper knowledge and skills required to respond effectively to those issues.

## DIVERSITY and INCLUSION

### Winner

#### Richmond School District 38

*Our Schools, Our Students, Our Future – Let's Talk*

**The problem:** In most of Richmond, declining neighbourhood enrolment has resulted in underutilization of school capacity. In some schools, student populations are so small that the School District cannot offer the optimal range of programs. Trustees need to make a decision about which schools to close to ensure facilities are used in an effective and fiscally responsible way.

**The solution:** Let's Talk SD38 created opportunities for citizens to learn, to be empowered and engage in a decision process addressing multiple barriers including language,

Let's Talk SD38 built trust over time by demonstrating integrity, reliability, fairness and transparency from the steering committee and the Board of Education.

socio-economic disparity, and low levels of trust in government agencies and participation in democratic processes. Trust is a significant barrier in organizations and communities. Let's Talk SD38 built trust over time by demonstrating integrity, reliability, fairness and transparency from the steering committee and the Board of Education. Dialogue was used effectively to develop a comprehensive understanding of the problem and the decisions that needed to be made. Internally, staff and trustees were concerned about engaging the public due to past school closure experiences that were very emotional and caused fractured relationships. Compounding the problem faced by trustees was the fact the diverse community suffers from low levels of engagement due to multiple barriers including language, socio-economic diversity, and low levels of trust for government agencies.

During this process, a total of 25,410 passionate and informed partners, stakeholders, students and parents visited the Engagement HQ site (LetsTalkSD38) and 917 registered in a school population of 22,512. The result was an engaged and informed community that lobbied effectively to retain all schools. As a result Trustees had to close zero schools. Qualitative and quantitative input from event satisfaction input and online data that tracked visits to sites was used for continuous evaluation.

## EXTENDING the PRACTICE – CREATIVITY, CONTRIBUTION and INNOVATION in the FIELD

### Honorable Mention

#### Calgary Board of Education

##### *Master Transportation Strategy*



**Calgary Board  
of Education**

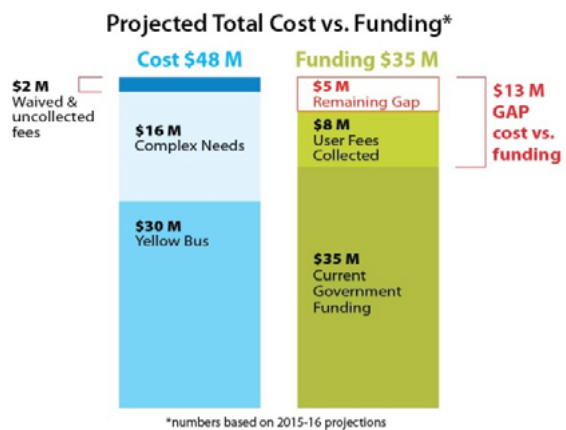
The problem: In the fall of 2015, faced with rising student transportation costs, and no additional provincial funding for transportation, the Calgary Board of Education (CBE) announced changes to school bus service levels for some students, moving more students to a “congregated stop” model with bus stops farther away from some students’ homes. The decision was made and announced without engaging stakeholders in the process.

Concerns were raised by the affected families that the new distances to the bus stops were not appropriate. Negative media coverage, a petition, and parent pleas to the provincial government followed. As a result, the CBE restored the previous service levels and increased the gap between transportation funding from the province and the actual costs to deliver busing services for more than 28,000 students.

The solution: The CBE administration began working with “all stakeholders in the development of a sustainable, long term transportation strategy.” A neutral third party professional engagement company was commissioned by the CBE to design, facilitate, and report on a series of in-person and online engagements in support of that commitment to work with the CBE community to develop such a strategy.



The role for the public and stakeholders was to help the CBE decide how to close the transportation budget gap by providing input on what service level changes and user fee levels were acceptable. Stakeholders also played an active role in developing possible scenarios and then providing input on which scenario was most preferred. A Transportation Engagement Advisory Committee was also formed to provide advice and guidance on the engagement process and content of the Master Transportation Strategy.



As a result of this collaborative process, the CBE was able to use this transportation engagement as a pilot project to help build the framework for the future. The framework includes a procedural guide, templates, worksheets, tip sheets, and results-based evaluation framework so that participant satisfaction can be compared from one engagement to the next and reported annually.



## 2017 PROJECT CATEGORY WINNERS and FINALISTS



IAP2 USA

# CREATIVITY AND INNOVATION

## Winner

### Jefferson Center

#### *Rural Climate Dialogues*

**The problem:** Rural economies, especially in Minnesota, are extremely sensitive to shifts in climate and weather or to policy change intended to address climate change. However, rural communities are also well-positioned to proactively address these risks and develop society-wide solutions to the challenges presented by changes in the climate. Rural regions host the most significant concentrations of renewable energy generation and steward nearly 75% of the land in the United States.





Unfortunately, residents of rural areas are often left out of public conversations about climate change and relevant public policy decisions. In Minnesota, climate and energy policy is driven in large part by interests in the Twin Cities metropolitan region, with a focus on public transit, electric vehicles, and support for customers of utilities operating almost exclusively in the metro area. The local impacts of climate change in rural areas, like heavy precipitation events, warmer winters, and changes in pest populations, are also often overlooked by statewide media.

Our key challenge was to convene productive deliberative sessions in rural communities that identified informed, community-driven recommendations to address climate change and extreme weather as a way of prompting local conversation, local action, and changes to local and state policy.

**The solution:** The Rural Climate Dialogues set out to answer this challenge by involving diverse, demographically balanced groups of community members to study the local impacts of climate change and extreme weather. In addition, they assessed the challenges and opportunities facing their community and recommended solutions that their community could take to increase resilience and prosperity. Through this approach, public participation helped highlight the levels and types of support for specific action and policy aimed at addressing climate change.

The Rural Climate Dialogues have spurred community-level action in Stevens County, Itasca County, and Winona County to build resilience and address climate change on behalf of residents. Local partners have secured over \$50,000 in additional funding from the Minnesota Pollution Control Agency and elsewhere to continue implementing recommendations through 2017. In addition, State agencies and other institutions are sharing the recommendations and incorporating insight from the Dialogues communities into their ongoing work.

# GENERAL PROJECT

## Winner

### Tennessee Department of Transportation (TDOT)

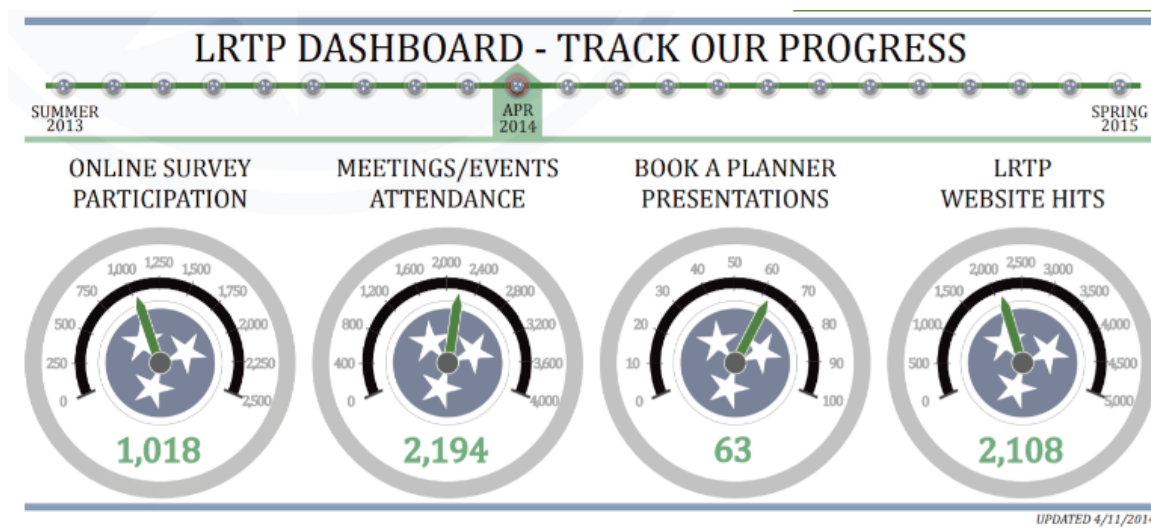
#### *Long Range Transportation Plan*

The problem: The Tennessee Department of Transportation (TDOT) is an engineering organization spending \$1.8 billion annually - planning, designing, constructing, operating, maintaining, and managing 13,870 miles of State-maintained roadways and 8,147 bridges to meet the transportation needs of 6.3 million residents. Forecasted to add 2.1 million people by 2040, the Department was confronted with how best to prioritize investment decisions while considering a \$6 billion project backlog, mobility preferences that are becoming more multimodal, and demands exceeding long-term funding. More importantly, they needed to decide how to appropriately engage the state in a discussion that both informs and gathers input from Tennesseans on somewhat complex infrastructure, engineering, and asset needs.

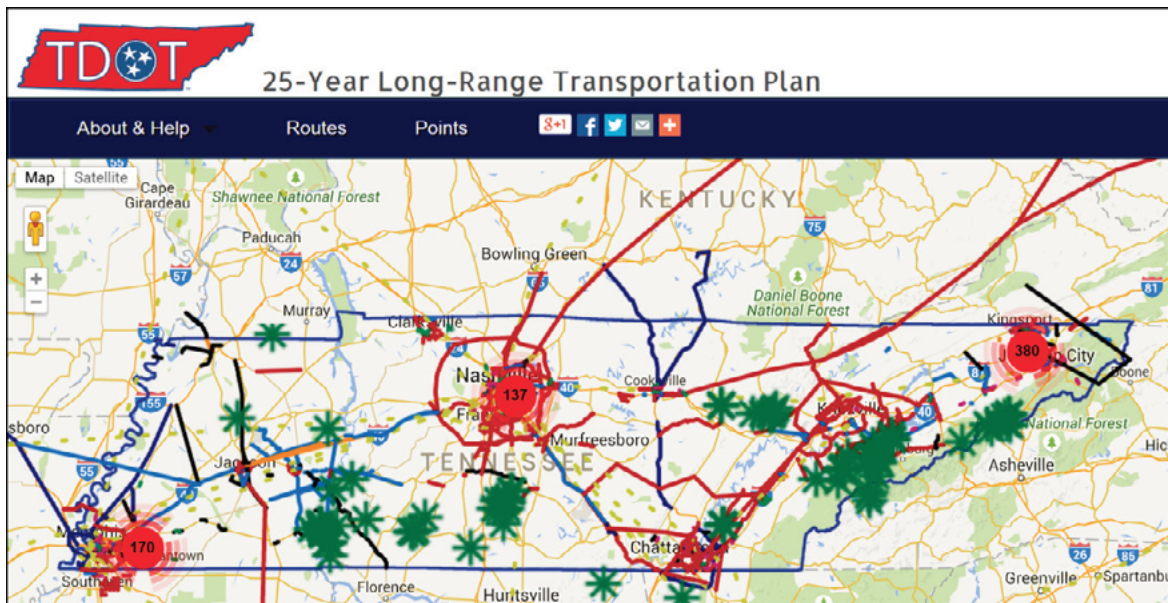


The solution: Kicking off in 2013, the development process began with a bold Departmental vision in place - to provide the best multimodal transportation system in the nation. An equally-holistic public engagement effort was necessary for ensuring that the 25-Year Plan and its recommendations accurately reflected the varying needs and desires of residents across the geographic regions of the state.

Previous TDOT LRTP update efforts were limited to open houses, which only elicited a







limited amount of feedback from a select group of interested residents. TDOT’s newly-established Office of Community Transportation (OCT), housed within the Long Range Planning Department, was charged with leading the largest public engagement effort to date held by the Department. Two community planners were assigned to each of TDOT’s four geographic regions to act as the face of the plan development process by meeting with stakeholders and residents in each corner of the state.



The juncture between TDOT’s LRTP plan development, the eventual passing of a new federal transportation funding bill, and general state budget constraints put Tennessee’s Governor at the forefront of the emerging statewide conversation. Given the timely completion of the 25-Year LRTP, the Governor used the plan’s detailed analyses and comprehensive public input as a platform for his statewide Transportation Listening Tour in late summer 2015. Subsequently, the Governor’s “IMPROVE” Act, which updates the state’s transportation revenue stream and allows for local communities to hold voter referendums for funding transit projects, was passed by both the House and the Senate in early 2017.



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