

# 2009

IAP2 Core Values  
Award Nominees

## State of the Practice Report



IAP2 Research Committee  
International Association  
of Public Participation

## State of the Practice Report: 2009 – IAP2 Core Values Award Nominees

Editors, Pat Crawford, Terry Williams and Kathy Hall

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Cover Art by Pat Crawford

International Association of Public Participation

IAP2.org

13762 Colorado Blvd. Suite 124, Box 54/ Thornton, CO  
80602 USA

1-800-644-4273 tollfree  
1-303-451-5945 Outside N. America  
1-303-255-2382 Fax



### Research Committee Vision

**IAP2 harvests, generates and disseminates knowledge to improve the practice of public participation.**

Our broad goals are to improve the practice of public participation by:

- 1) Framing the state of P2-related knowledge (including practice and related theory), and identifying/prioritizing knowledge gaps and needs;
- 2) Building on international networks for communicating and sharing information among P2-related knowledge holders (i.e. scholars, practitioners, decision-makers and “the public”);
- 3) Supporting the development and dissemination of educational and skill building tools, techniques, strategies and materials, for participants (“the public”), decision-makers and practitioners.

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## Introduction

Each year the International Association of Public Participation (IAP2) seeks nominations for the Core Values Award to recognize excellence and innovation in the field of public participation. Winning projects demonstrate the use of innovative techniques, provide solutions to problems that face the field of public participation, involve the public in new areas and show how public participation has affected decisions. While “winners” are selected each year, all of the entries present a wealth of information about the state of public participation worldwide and showcase excellence in practice.

The IAP2 Research Committee determined that it was important to share these stories with our membership in the form of a State of the Practice Report. This is the third edition of the report. (The 2007 and 2008 editions are available at [www.IAP2.org](http://www.IAP2.org).) The descriptions submitted for these awards are a valuable tool for learning about others' experiences. We can learn from their stories to inform our own practice. The projects presented here are exemplars of good practice. They support IAP2's core values, and exhibit creative ways to engage the public. The public is engaged in a variety of methods and media, from town hall meetings and world cafes to design charrettes and digital social networking sites. They range from local to national levels and from 800 to over 8,000 participants. They cross topical areas such as health care, transportation, education, community visioning, strategic planning, cultural change, and re-visioning democracy. They all result in benefits for the agencies, stakeholders, communities and citizens.

The studies provide useful examples of creative techniques, management or governance structures for participatory processes, methods to engage diverse groups or agencies, and reflections on lessons learned. The Core Value submissions also can be used for promoting or “making the case” for participatory approaches. Initially, the projects were judged against the IAP2 core values award criteria. Each submission is peer-reviewed by members of the Research Committee for inclusion into the State of the Practice Report.

The report is organized for easy access:

- The first section is a summary of the Core Values applications in table form to help identify which projects may be of interest to you. These summaries have been prepared by the State of the Practice report authors.
- The second section contains the full submissions as written by the person or agency applying for the Core Values Award.

The International Association of Public Participation (IAP2) uses the Core Values Awards to recognize excellence and innovation in public participation practice around the world. These awards are made annually. Winning entries and finalists are selected by a panel of judges who are experienced public participation practitioners in their own right. The seven Core Values are used as the basis for the evaluation of the entries.

## Letter from the IAP2 President

In an effort to continue improving the Core Values Awards, IAP2 introduced a number of important changes in 2009. In addition to the Project of the Year and Organization of the Year award categories we introduced the Innovation Award. This new category was introduced as a way to recognize novel and innovative approaches public participation practice, including but not limited to the use of interactive or web-based technologies, and the development of new techniques and methods.

This year's awards were judged by an international panel that included experts, academics, practitioners and past-winners.

It is a difficult and daunting task to select the best from the many excellent submissions we received this year. In addition to the quality of the public participation work that is happening, I am impressed by the sheer diversity of the submissions to this year's awards competition. They are truly international and representative of a broad range of subjects and they reflect the way public participation practice is reaching out into new fields. The 2009 State of Practice Report is a rich source of knowledge, and evidence of continued growth and innovation of this important work.

The Core Value Awards set demanding standard as as part of our commitment to building the quality of practice internationally.

This year, the judging panel elected not to make an award in Organization of the Year category. This was a very difficult decision as the judges were keenly aware of the significant time and effort that each award submission represents. At the same time, the judges recognized that the Core Values Awards are viewed around the world as representing a high standard in public participation practice. The panel felt that submissions this year did not provide sufficient information and evidence of leading international practice. As you will see, the submissions to this category were very solid and technically competent. I know that our judging panel wants to encourage each one of these organizations to reflect on what would take their application from good to great, and to resubmit in future years.

On behalf of the IAP2 Board and members, I congratulate all of the winners and finalists, and applaud the efforts of all those who made a submission to the 2009 Core Values Awards.

Sincerely,

Anne Pattillo  
President 2009

# Core Values Awards Program Criteria

## Project of the Year

Projects must have achieved a definable outcome.

Submission requirements:

### **The Problem and Challenge**

Describe the challenge or problem faced.

### **The Role of Public Participation**

Describe how each of the parties involved viewed the role of public participation.

### **Public Participation Methods**

Describe the methods used to implement public participation.

### **Uniqueness of the Project**

Describe what makes this project special. Did public participation significantly improve the decision made? Were innovative participation techniques used? Did it solve a problem that faces the field of public participation? Did it spread the practice of public participation into a new area?

### **Project Results**

Describe the project's effectiveness or results and explain the role that the public participation process played.

### **Alignment with Core Values**

Describe how the IAP2 core values were met.

## Organization of the Year

Submission requirements:

### **Public Participation Challenges and Opportunities**

Describe the mission of the organization and its challenges with regard to internal and external stakeholders or public entities.

### **Rationale for Public Participation**

Discuss the rationale or impetus that led the organization to embrace the principles and values of public participation.

### **Impact of Public Participation on Decisions**

Give examples of specific ways that public participation has impacted decisions, and leveraged or created opportunities for your organization. Show the connection between the public participation processes and the shape of the decision(s).

**Alignment with Core Values**

Describe how the core values were met.

**Evaluation against Core Values**

Tell how the organization is evaluating how well it is fulfilling the spirit of the IAP2 core values.

## **Innovation**

This is the first time this award has been offered and it is being introduced to encourage and foster those who are using information communication technologies in public participation.

Submission requirements:

The content of some of the sections must address the use of interactive technologies and web-based applications in engaging the public:

**The Problem and Challenge**

Describe the challenge or problem faced.

**The Role of Public Participation**

Describe how each of the parties involved viewed the role of public participation.

**Public Participation Methods**

Describe the interactive technologies and/or web-based applications that were used to implement public participation.

**Uniqueness of the Project**

Describe what makes this project special. Did public participation significantly improve the decision made? Why were interactive technologies and/or web-based applications used to engage the public? Did the project overall solve a problem that faces the field of public participation? Did it spread the practice of public participation into a new area?

**Project Results**

Describe the effectiveness or results of the project and explain the role that the public participation process played, with emphasis on the interactive technologies and/or web-based applications that were used.

**Alignment with Core Values**

Describe how the IAP2 core values were met.





# IAP2 Core Values

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 recognizing 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.



## 2008 Core Values Winners Circle



### **2009 Project of the Year Winner**

**Share Your Story, Share Your Care  
Canada**



### **2009 Innovation Winner**

**Scarborough's Future – Delivering the Urban Renaissance  
United Kingdom**



### **2009 Special Recognition**

**Australian Citizens' Parliament  
Australia**



### **2009 Project of the Year Finalists**

**Citizen Councilor Network and Countywide Community Forums  
Washington, United States**

**Dauphin Island Strategic Planning for Sustainability  
Alabama, United States**

## Judges

The volunteer commitment of a Core Values Award judge is significant. In this year's competition there were twenty submissions in three categories to read and evaluate, a new category to evaluate, and a judging process that included many email exchanges and five conference calls. We enjoyed good-natured and spirited debate in pursuit of the best in our field of practice.

It's hard work, and it's a lot to ask of volunteers, which is why it is so very important to thank and acknowledge the contribution that our judging panel has made to the 2009 Core Values Awards. This year's international judging panel is comprised of public participation experts from academia, practitioners and past Core Values winners. Our judges are:

**Dr. Patricia Wilson**, University of Texas, Austin USA

**Chad Foulkes** South Coast Shire, Victoria, Australia

**Lynne Gillette**, US Institute for Environmental Conflict Resolution, USA

**Sandy Heierbacher**, National Coalition for Deliberation and Dialogue, USA

**Sandra McBrayer**, The Children's Initiative, San Diego, USA

**Dr. Alice Siu**, Center for Deliberative Democracy, Stanford University USA

On behalf of the IAP2 Board and membership, you have our sincere thanks for your commitment and dedication to advancing and promoting international best practice in the field of public participation.

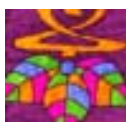
Sincerely,

Dr. Marty Rozelle  
2009 Core Values Awards Co-chair  
Past President

Geoff Wilson  
2009 Core Values Awards Co-chair and  
Judging Panel Chair  
Director, IAP2 Board



# Nomination Summaries



## 2009 Project of the Year Winner

### Share Your Story, Share Your Care Canada

The *Share Your Story, Shape Your Care* Choicebook was conceived as an innovative way to involve remote communities in strategic direction for health care delivery. The public participation effort included informant interviews, focus groups, innovative online participation a web platform, a submission tool for stories and ideas, a conversation guide for participant-led dialogues, and a Facebook peer-to-peer outreach campaign. Audiences included patients, their families, health workers, and members of the broader community. Participants were encouraged to rate their level of concern about major health care issues facing our region, share their stories about experiences with well coordinated and poorly coordinated care, and suggest their own ideas about how to create a more integrated health system in Northwestern Ontario. More than 800 people from this sparsely populated area of Northern Ontario participated. Their stories will help inform the region's Integrated Health Services Plan for 2010–2013.

Title Project	Share Your Story, Shape Your Care <i>*Project of the Year 2009</i>
Organizing Group	North West Local Health Integration Network (LHIN)
Location	Canada, Northwestern Ontario, Population 235,000
Key Question/Problem	Geographically large health region with small population dispersed over many Northern and remote communities; area with significant health problems and vulnerable populations, including Aboriginal peoples. Subsequent challenge of delivering accessible health care services in this geographic and social context.
Sample Methods	Key objective was to involve the public—patients, their families, health workers and members of the broader community—in setting strategic direction for health care priorities and identifying new areas for better care delivery. Key informant interviews, pilot testing focus groups (design), innovative online participation web platform, deliberative Choicebook, Stories and Ideas submission tool, “Conversation Guide” for small participant-led dialogues, paper versions of all methods to ensure accessibility, and a Facebook peer-to-peer outreach campaign.
Results	An innovative online public participation initiative to involve local community members across the region, with a special emphasis on actively reaching vulnerable or “hard-to-reach” groups including seniors, Aboriginal peoples, people with low incomes, and those with mental health and addictions



Scarborough, North Yorkshire, England, a failing seaside resort of 65,000 people, undertook a public participation process to seek a new direction. The British government gave the city a mandate to create a Regional Development Agency (RDA), Yorkshire Forward, to start a new Urban Renaissance program, at whose core was public participation. The new vision was developed through a weekend charrette, attended by more than 1,000 people, regular participation of 300 people each month, a newsletter and a website. The participative process revealed a strong desire that Scarborough should go “up market.” This is now happening as a result of an insistence on quality in the design and finish of all Renaissance projects. The vision was implemented through a public sector strategic investment of \$40 million and a private sector contribution of more than \$400 million. New industries and jobs have been established, existing jobs protected, and the town won the European Union Award as “Europe’s Most Enterprising Place 2009.”

Title Innovation	<b>Scarborough's Future: Developing an Urban Renaissance</b> <i>*Innovation Winner 2009</i>
<b>Organizing Group</b>	Scarborough Borough Council, Yorkshire Forward and the community of Scarborough
<b>Location</b>	Scarborough, North Yorkshire, England, population 65,000
<b>Key Question/Problem</b>	The town was a failing seaside resort and in serious decline and needed to seek a new direction.
<b>Sample Methods</b>	Significant advanced research, a process of community animation—including all sectors of the community—in a run up to a charrette for the whole community, the establishment of a Town Team to agree on and oversee the delivery of projects that the public had been instrumental in designing
<b>Results</b>	A town where the creation of a renaissance Vision through community participation, backed up by public sector strategic investment of \$40m, influenced a private sector response of over \$400m. New industries and jobs have been established, existing jobs protected and the town has just won the European Union Award as "Europe's Most Enterprising Place 2009'. The creative industries were struggling to be successful five years ago, but are now at the forefront of the town's renaissance.
<b>Impact Level</b>	The town of Scarborough and the wider region.
<b>Time Frame</b>	The original activity started in 2002 and is still actively supported in the town by the community. The main physical projects were completed between the summer of 2006 and 2008.
<b>People Engaged</b>	From the initial charrette, attended by over 1,000 people, Scarborough Renaissance Partnership (SRP) has managed to sustain the active participation of 300 people each month in the overarching programme. SRP's newsletter is circulated to over 2,000 interested stakeholders and their website averages over 1,200 unique visits per month.
<b>Web Link</b>	<a href="http://www.scarboroughsfuture.org.uk">www.scarboroughsfuture.org.uk</a>



## 2009 Special Recognition

### Australian Citizens' Parliament Australia

One hundred fifty randomly selected citizens were brought together to answer the question: "How can Australia's political system be strengthened to serve us better?" The *Citizens' Parliament* was co-chaired by two eminent Australians, Lowitja O'Donohue and Fred Chaney, and was initiated by academics from three Australian universities (ANU,

University of Sydney, Curtin University), and the founder of an NGO (newDemocracy) that was interested in political reform. After four days of deliberation, the Citizen's Parliament put forward a number of options for change, including empowering citizens to participate in the political process through community engagement, education, and youth engagement; a reduction of duplication across levels of government; and ensuring there is open and accessible government.

Title Project/Innovation	<b>Australian Citizens' Parliament</b> <i>*Special Recognition 2009</i>
<b>Organizing Group</b>	newDemocracy Foundation, The Australian National University, The University of Sydney, Curtin University, The University of Washington
<b>Location</b>	Canberra and regional centers around Australia
<b>Key Question/Problem</b>	<i>How can Australia's political system be strengthened to serve us better?</i>
<b>Sample Methods</b>	Public World Cafés to help determine key question; random invitations from electoral role; stratified random sampling of 150 participants from registration database, one per electorate of proportional age, educational level, gender and aboriginality; three process phases; regional meetings, 'Online Parliament' (hosted by CivicEvolution.org) and Citizens' Parliament in Canberra. Applied 21 <sup>st</sup> Century Dialogue (Town Meeting), World Café, Open Space, Inquiry Circle; Q & A Panels, Fishbowl, and other techniques.
<b>Results</b>	Final Report, signed off by all participants, delivered by their delegates to the Prime Minister's representative, containing prioritized proposals after deliberation. Increased public engagement features strongly.
<b>Impact Level</b>	High for participants who described it as "a life changing event". Medium for Government—its final "considered response" has not yet been received. Medium for public who received some TV and newspaper coverage.
<b>Time Frame</b>	1 ½ years—preparations started in Oct. 07; World Cafés in early 2008; Regional Meetings in mid 2008; Online Parliament deliberations over 10 weeks to the end of 2008; Citizens' Parliament from 6-9 Feb. 2009.
<b>People Engaged</b>	9600 invited, 2763 registered, 278 joined online teams, 150 face-to-face in Canberra, ongoing social networking.
<b>Web Link</b>	<a href="http://www.citizensparliament.org.au/">http://www.citizensparliament.org.au/</a>



## 2009 Project of the Year Finalists

### Citizen Councilor Network and Countywide Community Forums Washington, United States

The Citizen Councilor Network was envisioned as a more robust form of deliberation than the large public meetings that are common in the Seattle area, but are often dominated by interest groups. King County voters adopted Initiative 24, which established a decentralized Dialogue, Deliberation, and Discernment process under the oversight of the county auditor's office. Anyone who lives or works in the county can register as a "Citizen Councilor." Councilors meet in small groups, receive a background briefing, deliberate on the matter, and complete a survey to record and share their opinions with the King County Council, relevant government agencies, and the public at large. The first three rounds of the Citizen Counselor Forum explored transportation, county budget priorities, and the values and performance of King County government.

Title Project	<b>Citizen Councilor Network and Countywide Community Forums</b> <i>*Project Finalist 2009</i>
Organizing Group Location	The Forum Foundation The Greater-Seattle area of King County, WA, population >1.85 million.
Key Question/Problem	This Project addresses the "problem of scale" when trying to increase civic engagement in the deliberative system of King County government.
Sample Methods	Web-based and face-to-face environments where citizens find and organize meetings, review non-partisan background information, listen respectfully and talk to one another about important regional issues, then complete specialized Opinionnaire® surveys, and access the same reports generated for government and media; process utilizes educational town halls with issue experts recorded for wide dissemination; networks of small group meetings hosted by ordinary people in their homes or other public places; and coordinated feedback tools to record and analyze all participant opinions.
Results	Measures opinions of participants not normally participating in traditional "public meetings"; a replicable and scalable social infrastructure for continued regional dialogue.
Impact Level Time Frame	Regional and county wide. 3 or 4 times a year; each participation cycle is open for about 30 days; each cycle takes 2-3 months to prepare and execute.
People Engaged	Round 1 (transportation) had 549 participants; Round 2 (budget) had 406 participants; Round 3 (values and priorities of government) is ongoing at this time.
Web Link	<a href="http://CommunityForums.org">http://CommunityForums.org</a>  <a href="http://KingCounty.gov/operations/auditor/CommunityForums/topics">http://KingCounty.gov/operations/auditor/CommunityForums/topics</a>

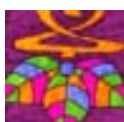


### Dauphin Island Strategic Planning for Sustainability Alabama, United States

This town of 2,400 embarked on a Strategic Plan for Sustainability after two successive hurricanes caused widespread damage. A variety of facilitation tools were used to develop short- and long-term actions to rebalance the town's tax base from one dominated by expensive beachfront rental homes to more diverse small business economy that could sustain the next generations. The plan built on the community's appreciation for its natural resources and ecological systems, and used its collective wisdom to develop strategies for ensuring economic viability and social integrity in ways that are environmentally sustainable. About 1,000 citizens participated.

<b>Title Project</b>	<b>Dauphin Island Strategic Planning for Sustainability</b> <i>*Project Finalist 2009</i>
<b>Organizing Group</b>	Town of Dauphin Island
<b>Location</b>	Dauphin Island, AL: population 2,400
<b>Key Question/Problem</b>	How could the Dauphin Island community reinvent itself in a sustainable way after significant damage from two successive hurricanes? They recognized the need for a holistic approach, involving public participation from the entire community for any final plan to be respected and implemented. A significant challenge for the community came from the fact that four different organizations were responsible for parts of the Town's overall governance.
<b>Sample Methods</b>	Community survey; visioning, goal setting, and SWOT workshops; engaging people where they live, work, play, & pray; Pattern mapping to facilitate community-wide brainstorming; GIS-based, web access for "favorite places" mapping; design charrette; community billboard and newsletter; community event outreach.
<b>Results</b>	The application of a variety of facilitation tools (transformative facilitation, TOC, pattern mapping, web-based activities) to engage and cause enthusiasm from many different kinds of stakeholders in public participation practices produced a community-driven strategic plan rather than one developed in isolation and presented by consultants or Town leaders. This plan contained contributions from all participants on short- and long-term actions to support a re-balancing of the Town's tax base from one dominated by expensive beach rental home income taxes to a more diverse small business economy that minimized rural economic leakage from the Town and emphasized its cultural heritage while protecting environmental resources. The majority believed these steps were needed for community sustainability and resilience. Public support for many of these action strategies was presumed because the public participation processes of this strategic planning effort afforded the opportunity for community-wide buy-in.

Title Project	Dauphin Island Strategic Planning for Sustainability <i>*Project Finalist 2009</i>
<b>CONTINUED</b>	
<b>Impact Level</b>	Rural town and surrounding metropolitan center (Mobile) and county
<b>Time Frame</b>	10 months
<b>People Engaged</b>	Approximately 1,000 citizen stakeholders
<b>Web Link</b>	<a href="http://www.eeeee.net/dauphin_island/dauphinisland.htm">http://www.eeeee.net/dauphin_island/dauphinisland.htm</a>



## 2008 Nominees

Title Project	Cape Town Station Revitalization Planning Process
<b>Organizing Group</b>	ERM Southern Africa (Pty) Ltd
<b>Location</b>	South Africa, Cape Town
<b>Key Question/Problem</b>	The facilitation of a participatory planning process for the revitalization of the Cape Town train station, where required changes are both spatial and non-spatial. This in the context of historically and socially fraught relationships.
<b>Sample Methods</b>	The following methods were employed: Public meetings; Open house events; Negotiations; Workshops including scenario planning and visioning workshops; Briefing sessions; Forum meetings; Pamphlets; On-site communications; Media interventions; Newsletters; Text messages; Letters; Emails; and Faxes.
<b>Results</b>	Conceptual layout, detailed design and implementation plans generated collaboratively and finalized in consultation with stakeholders. In addition, there was: capacity building; relationship building; the democratization of both the facility and the community utilizing the facility; and the establishment and entrenchment of a participatory culture.
<b>Impact Level</b>	The planning process was a public one. The proposed changes to the station were likely to affect stakeholders to different degrees, where there were impacts on the livelihoods of certain operators on the local precinct, as well as metropolitan-wide impacts on the broader commuter public.

Title Project	Cape Town Station Revitalization Planning Process
<b>CONTINUED</b>	
<b>Time Frame</b> <b>People Engaged</b>	20 months About 2,000 registered stakeholders, including the following groups: the proponent; local and provincial authorities; a technical team of consultants; transport operators; formal tenants and informal traders; special interest groups; commuters; and the broader public.
<b>Web Link</b>	<p>Copy and paste the following into the address bar of the Windows Explorer:</p> <p><a href="ftp://ermftp0079086010609:daae7buojae@emeaftp.erm.com">ftp://ermftp0079086010609:daae7buojae@emeaftp.erm.com</a></p> <p>NOTE: Use Windows Explorer and NOT Internet Explorer</p>

Title Organization	Davis & Weber East-West Transportation Study
<b>Organizing Group</b> <b>Location</b>	Utah Department of Transportation, The Langdon Group Davis & Weber Counties, Utah
<b>Key Question/Problem</b>	In 2007, the Utah State Legislature recognized the growing populations in Davis and Weber counties and the need for better east-west mobility throughout the transportation system. The Legislature commissioned the Utah Department of Transportation (UDOT) to perform a traffic corridor study analyzing the future transportation needs of the local communities based on their proposed land use plans and the projected congestion in communities north of Salt Lake County. The consultant team chosen by UDOT included transportation planners from InterPlan, engineers from J-U-B and facilitators from TLG.
<b>Sample Methods</b>	<p>The philosophy of the public process was to engage stakeholders at three levels: policy, program and public. At the policy level, agency and organizational decision-makers were engaged by committee. At the program level, city staff and other managers were involved by committee and direct consultation. At the public level, various mechanisms combined to both receive input and provide information to the public. This approach facilitated the collection and comprehension of a wide cross-section of interests and issues.</p> <p>TLG worked hard to maintain availability to all stakeholder groups. Through the open houses, Web site, and project</p>

Title Organization	Davis & Weber East-West Transportation Study
<b>CONTINUED</b>	<p>hotline and email, regular citizens voiced their support or concerns regarding the study's vision and its particular project proposals.</p>
<b>Results</b>	<p>The study team was able to analyze not only the technical feasibility of the growth vision and projects, but their political viability and general fitness with the different communities' visions of their own development over the next thirty years. The result of consistently weighing both the technical and non-technical pros and cons for each project is a package of options that has already been scrutinized by both experts and the public.</p> <p>As the results of this study became part of the Regional Transportation Plan, Utah State Legislators could feel confident that the package of projects presented by the study team passed muster with a highly engaged and vocal public in Davis and Weber Counties.</p>
<b>Impact Level</b>	High
<b>Time Frame</b>	September 2007-November 2008
<b>People Engaged</b>	Public, City and County officials, transit
<b>Web Link</b>	<a href="http://www.udot.utah.gov/daviswebereastwest/default.aspx">http://www.udot.utah.gov/daviswebereastwest/default.aspx</a>

Title Project	Defining the Goals to Guide the Transformation of the Mental Health System: Engaging Canadians
<b>Organizing Group</b>	Mental Health Commission of Canada
<b>Location</b>	Canada
<b>Key Question/Problem</b>	Defining the Goals to Guide the Transformation of Canada's Mental Health System
<b>Sample Methods</b>	<ul style="list-style-type: none"> <li>• Broad international engagement of Commission staff, Board, Consumers Council and Advisory Committees</li> <li>• National online consultation targeting members of the general public and stakeholder organizations, including an online workbook, a stories/ideas sharing process (public) and a structured comments/suggestions/submissions process (stakeholders).</li> <li>• 12 full-day, professionally facilitated regional dialogues across Canada, including one in each of the three Northern territories, and a subsequent summary the day's discussions posted on the Commission's blog.</li> <li>• Engagement with federal, provincial and territorial officials, including one working meeting with the Canadian Public Health Network's Mental Issue Group</li> </ul>

Title Project	Defining the Goals to Guide the Transformation of the Mental Health System: Engaging Canadians
<b>CONTINUED</b>	(representatives of federal, provincial and territorial governments) and a half-day dialogue session with over 10 federal departments with an interest in mental health issues (e.g., health, justice, industry, human resources)
<b>Results</b>	<ul style="list-style-type: none"> <li>• Participation levels exceeded expectations (over 2,000 participants online; over 450 participants in-person)</li> <li>• Extremely positive evaluation results</li> <li>• Significant re-drafting of the Framework document</li> <li>• High commitment by participants to further participation and collaboration with the Commission</li> </ul>
<b>Impact Level</b>	High
<b>Time Frame</b>	June 2008 to September 2009 (16 months)
<b>People Engaged</b>	Over 2,500 participants
<b>Web Link</b>	<a href="http://www.mhcc.ca">http://www.mhcc.ca</a>

Title Project	Mountain View Corridor Environmental Impact Statement
<b>Organizing Group</b>	Utah Department of Transportation
<b>Location</b>	Salt Lake City, Utah
<b>Key Question/Problem</b>	Comprehensive public involvement and stakeholders outreach to determine location and features of new 35-mile roadway and transit system in western Salt Lake and northwestern Utah counties impacting 13 communities.
<b>Sample Methods</b>	Stakeholder analysis, key messages, interactive Web site, visioning workshops, outdoor gatherings, public open houses, town hall meetings, panel discussion, public hearings, stakeholder committee, media relations, public correspondence.
<b>Results</b>	Agreement on preferred alternatives and plan to phase the project with no vocal opposition, allowing the project to move into construction.
<b>Impact Level</b>	Regional project with significant impact
<b>Time Frame</b>	2003-2008
<b>People Engaged</b>	More than 7,700 public officials and citizens of 13 communities, property owners, interest group representatives, public agencies, and future transportation users.
<b>Web Link</b>	<a href="http://www.udot.utah.gov/mountainview">www.udot.utah.gov/mountainview</a>

Title Project	Northshore Hamilton Urban Development Area
Organizing Group	BBS on behalf of the Urban Land Development Authority (ULDA), a state government statutory body
Location	Northshore Hamilton precinct, Brisbane, Queensland, Australia
Key Question/Problem	A tightly knit, wealthy community in an exclusive pocket of Brisbane's waterfront, Northshore Hamilton was earmarked for seven mixed use precincts. A Development Scheme was to be submitted to the Minister by the ULDA. Community engagement was required to gather constructive feedback to improve the design in the Development Scheme and to minimize formal objections to the Development Scheme when unveiled to the public.
Sample Methods	Community information sessions, web blasts from web sites, newsletters, letterbox drops, ad hoc meetings, government briefings, resident surveys and marketing materials such as information boards, fact sheets, visual diagrams etc.
Results	Stakeholder database was grown from 0, to 800 then again to 1,100 after three rounds of engagement.
Impact Level	28% of written submissions expressed appreciation for the ULDA's genuine public consultation process.  18% of written submissions expressed general support of the plan or specific support of setbacks and / heights.
Time Frame	Northshore Hamilton precinct including Brisbane suburbs of Ascot, Hamilton, Eagle Farm, Meeandah and Pinkenbah.
People Engaged	A strict legislative timeframe of 12 months.
Web Link	400 people face-to-face, 5,000 people via post and direct mail and potentially up to 215,000 people via editorial in local papers, advertising, and online presence. Those engaged included: local residents, businesses, community groups, media, Brisbane City Council, State Government and public services that operated in the area (eg. TransLink).

Title Project	The People's Audit Project
Organizing Group	King Prajadhipok's Institute (KPI)
Location	Phetchaburi, Sakon Nakhon, Maha Sarakham, Songkhla and Chiang Rai provinces (Thailand)
Key Question/Problem	Facilitation of genuine public participation in government decision-making at the local level, thereby putting into practice the participatory principles enshrined in the Thai constitution.
Sample Methods	Training sessions bringing together elected officials, community leaders, ordinary citizens; both classroom and

Title Project	The People's Audit Project
<b>CONTINUED</b>	fieldwork components. Implementation and evaluation by participants at the community level, under supervision of KPI.
<b>Results</b>	Great success in promoting civic engagement and raising public awareness of the value of public participation; heightened sense of belonging and social cohesion; substantially improved capacity of ordinary citizens to demand and create participatory mechanisms; transformation of attitudes among government officials regarding public participation.
<b>Impact Level</b>	Provincial level
<b>Time Frame</b>	About 3 years
<b>People Engaged</b>	20,000 plus citizens
<b>Web Link</b>	<a href="http://thai-ice.org/index3.html">http://thai-ice.org/index3.html</a>

Title Organization	Re-Imagining in the Calgary Catholic School District
<b>Organizing Group</b>	Calgary Catholic School District (CCSD)
<b>Location</b>	Calgary, Alberta, Canada
<b>Key Question/Problem</b>	The school district was faced with a need to focus on relationship building with key internal and external stakeholders. Relations with professional associations and unions had deteriorated over the last number of years, as a result of a provincial-wide teacher strike, which further weakened teacher morale in the District. The perception of District in the wider community was one of a "closed and controlling" school jurisdiction, detached from community concerns.
<b>Sample Methods</b>	How do we engage internal and external publics in rebuilding trust and transparency in the District? What public participation process has a track record of proven success? The IAP2 core values were the centre piece for all public participation events held by CCSD. The District made a huge cultural shift since starting the Re-imagining initiative, moving from the "decide-advise-defend" mode of communicating with publics to one of true public participation as identified by the core values.
	Within this framework we introduced the process to achieve sustainable decisions and introduced our publics to the IAP2 spectrum of public participation emphasizing the public participation goal, promise to the public, and the various techniques used in engaging the public's involvement in sustainable decision making.



Title Organization	Re-Imagining in the Calgary Catholic School District
<b>CONTINUED</b>	
<b>Results</b>	The public consultation process has been fully integrated into all facets of District operations creating transparency, trust and achieving sustainable decisions that are “win-win” for all, and particularly for the children and families we serve.
<b>Impact Level</b>	Major impact in public participation and decision making process.
<b>Time Frame</b>	20 months
<b>People Engaged</b>	Families of 43,791 students, plus 4,500 CCSD staff.
<b>CONTINUED</b>	
<b>Web Link</b>	<a href="http://www.cssd.ab.ca/default.asp?V_ITEM_ID=1155">http://www.cssd.ab.ca/default.asp?V_ITEM_ID=1155</a>

Title Project	The Sellwood Bridge Project
<b>Organizing Group</b>	Multnomah County
<b>Location</b>	Portland, Oregon; county population 710,000
<b>Key Question/Problem</b>	Lead a community decision-making process to repair or replace an 83-year old bridge that is a key part of the Portland regional transportation system, with 30,000 daily users. How to balance intense local interest in the project with the need for regional input, as well as specific user groups? How to arrive at a sustainable, consensus-based decision in a politically-charged environment with competing interests?
<b>Sample Methods</b>	Web-based interactive tools, community meetings, stakeholder briefings, newsletters, speakers bureau, advisory committees, bridge banner.
<b>Results</b>	Regional consensus for a preferred alternative to replace the Sellwood Bridge with a new structure, on the existing alignment, featuring enhanced facilities for all modes of travel: car, truck, transit, bicycle and pedestrian. Decision was based on a comprehensive, three-year public involvement and technical decision-making process that reflected input from thousands of people.
<b>Impact Level</b>	Portland metropolitan region
<b>Time Frame</b>	Three years; Feb. 2006-Feb. 2009
<b>People Engaged</b>	Over 10,000
<b>Web Link</b>	<a href="http://www.sellwoodbridge.org">www.sellwoodbridge.org</a>

<b>Title Project</b>	<b>A Strategic Plan for the Champlain Health System: Integrated Health Service Plan 2010-2013</b>	
<b>Organizing Group</b>	Champlain Local Health Integration Network (LHIN)—a Crown corporation of the Ontario government	
<b>Location</b>	Champlain LHIN office: Ottawa, Ontario, Canada	
<b>Key Question/Problem</b>	Public participation (P2) is a key mechanism by which the LHIN is connected, and held accountable, to the public and Ontario Ministry of Health and Long Term Care. The LHIN's challenges are: <ol style="list-style-type: none"> <li>1) How and when to facilitate and incorporate P2 effectively, resulting in informed decision-making in health system strategic planning; and</li> <li>2) Creating and maintaining a culture of meaningful community consultation that will optimize the performance of an accountable and sustainable health system, while improving the health of the population.</li> </ol>	
<b>Sample Methods</b>	World Café Advisory Group Discussion Forums Central Information Contacts Surveys Workshops	Meetings Pareto Voting Focus Groups Gallery Walk Keypad Voting eBlasts & Website
	<p>The LHIN used a person-centered approach to health system planning and integration (based on the Institute for Healthcare improvement approach [www.ihl.org]). This framework includes target populations, strategic directions, goals, and actions to develop an IHSP.</p> <p>Guided by the core values and techniques of the IAP2, the LHIN used a progressive methodology to engage and sustain all stakeholders in the process.</p> <p>P2 activities for the IHSP proved so valuable, it changed the LHIN's approach to strategic and project planning. Some examples of the global benefits gained during the IHSP P2 activities include:</p> <ul style="list-style-type: none"> <li>• Significant increase in consumer participation and a strengthening of the LHIN's relationship with all stakeholder groups</li> <li>• Validation of the person-centered approach</li> </ul> <p>Specific to the IHSP, the input and guidance received from the community during P2 activities influenced the plan's development in the following ways:</p> <ul style="list-style-type: none"> <li>• Altered the strategic directions, as well as the nature and prioritization of the goals, including the creation of an additional target population</li> <li>• Integrated proposed activities into the IHSP, with performance measures</li> <li>• Provide solid stakeholder feedback onto the Board's decision-making process</li> </ul>	

Title Project	
<b>A Strategic Plan for the Champlain Health System: Integrated Health Service Plan 2010-2013</b>	
<b>CONTINUED</b>	
<b>Impact Level</b>	The LHIN scope of responsibility, including 209 HSP organizations supplying health services to a population of 1.2 million, with an annual budget of \$2.5 billion.
<b>Time Frame</b>	4 months
<b>People Engaged</b>	>1,300 people, face-to-face, resulting in more than 4,000 contact hours.
<b>Web Link</b>	<a href="http://www.champlainlhlin.on.ca">www.champlainlhlin.on.ca</a>

Title Project	
<b>Sustainable Planning Through Inclusion</b>	
<b>Organizing Group</b>	San Diego County Regional Airport Authority
<b>Location</b>	San Diego County, CA, population 3 million
<b>Key Question/Problem</b>	How can airports operate safely and be protected from encroachment that would limit their use, while not overly restricting the rights of property to develop their land near those airports?
<b>Sample Methods</b>	Advisory committee, public workshops, stakeholder briefings, direct presentations to decision-makers by stakeholders
<b>Results</b>	After forming the advisory committee, representatives engaged their constituents, provided recommendations to Authority staff and developed creative solutions to resolve conflicting land use issues. The airport land use compatibility plans adoption process is approximately 70-80 percent complete for San Diego County airports.
<b>Impact Level</b>	County/Regional
<b>Time Frame</b>	3+ years, ongoing
<b>People Engaged</b>	1,000 plus citizens
<b>Web Link</b>	<a href="http://www.san.org/airport_authority/land_use_compatibility/ataq.asp">www.san.org/airport_authority/land_use_compatibility/ataq.asp</a>

Title Innovation	
<b>Telling Their Story: The Dementia Journey</b>	
<b>Organizing Group</b>	Vancouver Coastal Health, in partnership with the Alzheimer Society of BC
<b>Location</b>	British Columbia, Canada
<b>Key Question/Problem</b>	To use the collective experiences of people living with dementia captured through the experiences and stories of people living with dementia and their families, as a way to navigate through existing resources, program and services in

Title Innovation	Telling Their Story: The Dementia Journey
<b>CONTINUED</b>	dementia care. The website was primarily developed for people living with dementia, but also had to be useful for health professionals and Alzheimer Society of BC service staff.
<b>Sample Methods</b>	Questionnaires, interviews, focus groups, beta-testing sessions
<b>Results</b>	The development and launch of a web based tool that links the stories and experiences of people living with dementia and their families to resources for use by the public, people living with dementia caregivers and service providers. The website captures the dementia journey through the stories of those who live the experiences daily, and links the stories, through use of key words, to existing resources.
<b>Impact Level</b>	1 <sup>st</sup> phase – Region of Vancouver Coastal Health, 2 <sup>nd</sup> phase – Province of BC
<b>Time Frame</b>	Two staged with first phase (partnership of VCH & Alzheimer Society of BC) developed over 7 months with completion in Summer 2006 and second phase (provincial site in partnership with health authorities in BC and ASBC) completed in Spring 2008
<b>CONTINUED</b>	
<b>People Engaged</b>	In both stages 75 people
<b>Web Link</b>	<a href="http://dementiajourney.ca">http://dementiajourney.ca</a> <a href="http://vch.ca">http://vch.ca</a>

Title Project	University of Wisconsin-Madison 2009 Reaccreditation Project
<b>Organizing Group</b>	Reaccreditation Process Team
<b>Location</b>	Madison, WI, USA
<b>Key Question/Problem</b>	Expand the breadth of participation and the transparency of the previous university reaccreditation project (in 1999): Answer two questions: 1) what will it mean to be a great public university in a changing world?, and 2) How will the UW-Madison uniquely embody this greatness?
<b>Sample Methods</b>	Web survey, listening sessions with faculty, staff, students, and alumni, meetings with more than fifty governance and advisory groups, continuous vetting & review by governance/leadership groups.
<b>Results</b>	In the largest engagement activity at UW-Madison, more than 193,000 surveys were e-mailed locally and around the globe to students, faculty, staff, and alumni with more than 6,200 responses. Further, seven campus-wide listening sessions and three listening sessions were held on second- and third-shifts in multiple languages. More than fifty governance/advisory groups were also engaged. A 25-member steering committee participated over two days to

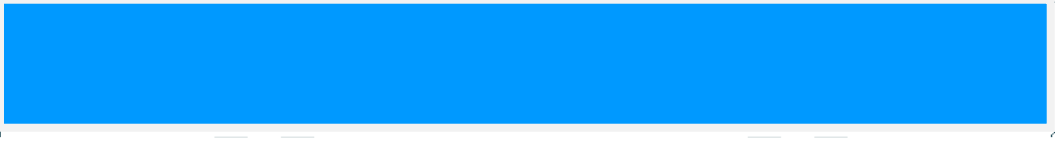
Title Project	University of Wisconsin-Madison 2009 Reaccreditation Project
<b>CONTINUED</b>	<p>categorize the 18,668 responses into 23 themes which were aggregated into six overarching ideas for further study. Six theme teams were formed including faculty, staff, graduate and undergraduate students, alumni, and community members, with membership ranging from 10-35. In total, 190 faculty, staff, students and alumni served on teams. Outcomes included: published self-study evaluated by the Higher Education Learning Commission site team, and results incorporated into university's new strategic framework, alumni magazine article, Higher Education Learning Commission Annual Conference Proceedings.</p>
<b>Impact Level</b>	UW-Madison including 41,000 students, 20,000 employees, over 360,000 alumni.
<b>Time Frame</b>	April 2007-February 2009
<b>People Engaged</b>	193,000 invited, over 6,000 participated
<b>Web Link</b>	<a href="http://www.greatu.wisc.edu">http://www.greatu.wisc.edu</a>

Title Organization	The Use of Public Participation Techniques in Corporate Social Responsibility: The Newmont Example
<b>Organizing Group</b>	Newmont Ghana Gold Limited
<b>Location</b>	Ghana, Kenyasi/Ntotroso
<b>Key Question/Problem</b>	Making the Social Responsibility participatory for community members to drive their own development agenda while Newmont Ghana Gold Limited provides support.
<b>Sample Methods</b>	Workshops, tours, brochures, feedback forms, discussion forums, one-on-one meetings, durbar.
<b>Results</b>	<p>An effort to get people with diverse interests within varying communities of different developmental agendas to converge and deliberate on a common platform and create a working understanding of future communities-company relationships. The result of this is a 3-tier agreement which spells out (a) how the company relates with her host communities (Relationship Agreement) (b) foundation Agreement which establishes a Foundation and a Secretariat that oversees disbursements of funds Newmont Ghana Gold Ltd has set aside for the development of its host communities (c) Employment agreement which outlines recruitments in NGGL taking into consideration locals especially with unskilled labour requirements for the Company and its contractors. This has been incorporated into Newmont's policy.</p>

<b>Title</b>	<b>The Use of Public Participation Techniques in Corporate Social Responsibility: The Newmont Example</b>
<b>Organization</b>	
<b>CONTINUED</b>	
<b>Impact Level</b>	10 communities of different traditional leadership in 2 different local government jurisdictions.
<b>Time Frame</b>	About 2 years
<b>People Engaged</b>	About 60,000
<b>Web Link</b>	<a href="http://www.newmontghana.com">http://www.newmontghana.com</a> or <a href="http://www.newmont.com">http://www.newmont.com</a>

# Nomination Descriptive Reports





**Title:** Share Your Story, Shape Your Care

**Award Category:** Innovation of the Year

**Organization Name:** North West Local Health Integration Network

**Nominee's Name:** Kristin Shields

**Contact Information:** Senior Consultant, Planning and Community Engagement  
North West Local Health Integration Network  
Suite 201, 975 Alloy Drive  
Thunder Bay, ON P7B 5Z8  
[kristin.shields@lhins.on.ca](mailto:kristin.shields@lhins.on.ca)  
T: (807) 684-9425 ext. 2016

**Participant References:** Gwen DuBois-Wing  
CEO  
North West Local Health Integration Network  
Suite 201, 975 Alloy Drive  
Thunder Bay, ON P7B 5Z8  
[gwen.dubois-wing@lhins.on.ca](mailto:gwen.dubois-wing@lhins.on.ca)  
T: (807) 684-9425 ext. 2002

Ellis Westwood  
Senior Consultant  
Ascentum  
30 Rosemount Avenue, Suite 300  
Ottawa, ON K1Y 1P4  
Canada  
[ewestwood@ascentum.ca](mailto:ewestwood@ascentum.ca)  
T: (613) 761-7306 x313

**Contact Information for Publications (3):** Thunder Bay Chronicle Journal  
75 Hwy-11B, Thunder Bay, ON P7B 1A3  
(807) 343-6200

Northern Ontario Medical Journal  
158 Elgin Street, Sudbury, ON, P3E 3N5  
[adelle@nomj.ca](mailto:adelle@nomj.ca)  
T: (705) 673-5705

The Globe and Mail  
444 Front Street West, Toronto, Ontario, M5V 2S9  
[newsroom@globeandmail.com](mailto:newsroom@globeandmail.com)  
T: (416) 585-5000



<b>Title</b>	Share Your Story, Shape Your Care
<b>Organizing Group</b>	North West Local Health Integration Network (LHIN)
<b>Location</b>	Canada, Northwestern Ontario, Population 235,000
<b>Key Question/Problem</b>	Geographically large health region with small population dispersed over many Northern and remote communities; area with significant health problems and vulnerable populations, including Aboriginal peoples. Subsequent challenge of delivering accessible health care services in this geographic and social context.
<b>Sample Methods</b>	Key objective was to involve the public – patients, their families, health workers and members of the broader community – in setting strategic direction for health care priorities and identifying new ideas for better care delivery. Key informant interviews, pilot testing focus groups (design), innovative online participation web platform, deliberative Choicebook, Stories and Ideas submission tool, “Conversation Guide” for small participant-led dialogues, paper versions of all methods to ensure accessibility, and a Facebook peer-to-peer outreach campaign.
<b>Results</b>	An innovative online public participation initiative to involve local community members across the region, with a special emphasis on actively reaching vulnerable or “hard-to-reach” groups including seniors, Aboriginal peoples, people with low incomes, and those with mental health and addictions challenges. Project reached over 800 participants and gathered more than 190,000 words of individual stories and ideas on the health care system in our region. Results have already had a significant affect on decisions about how scarce resources are allocated toward health care priorities for the North West LHIN's second Integrated Health Services Plan (IHSP). The project has also stimulated a broader community dialogue, including in the media, on how to improve our local health care system.
<b>Impact Level</b>	Health region
<b>Time Frame</b>	November 2008 to May 2009 (7 months)
<b>People Engaged</b>	Over 800 participants
<b>Web Link</b>	<a href="http://northwestlhin.on.ca/myvoice">http://northwestlhin.on.ca/myvoice</a> (Project engagement website closed; replaced with page containing reports and providing information on continuing public participation events organized by the North West LHIN).

## **The Problem and the Challenge**

### *Problems in Our Region*

Northwestern Ontario is a unique part of the world. 235,046 people are spread across a geographic area representing almost 50% of the landmass of Ontario – an area larger than France. Within our region, communities range from smaller towns to remote Northern First Nation communities accessible only by plane. Our population includes significant Aboriginal peoples and senior citizens, who, among others, face specific challenges accessing the health care they need.

Northwestern Ontario also faces significant and unique health challenges compared to elsewhere in the province. Our region has lower life expectancy than other parts of Ontario, along with higher levels of chronic illnesses including obesity, arthritis, asthma, diabetes and heart disease. Our local economy is suffering and, as a result, unemployment is higher than elsewhere in the province.

### *Role of the North West LHIN*

Within this context, the North West LHIN is a form of regional health authority that makes important decisions on how health care services are funded and delivered in our region. Working with our partners, we face challenges in planning and delivering health care for a sparsely populated region in ways that are accessible and patient-centred.

### *Our Commitment to Public Participation*

Since the North West LHIN was created in 2004, we have shared a strong belief that to provide local health care services that meet people's needs, we need to involve communities in key decisions about care delivery. However, the size of our region and dispersed population has been a challenge in engaging local residents in true dialogue on the future of our health system.

### *Share Your Story, Shape Your Care*

To overcome the challenges of geography and involving “hard-to-reach” groups, such as Aboriginal peoples and seniors, the North West LHIN launched *Share Your Story, Shape Your Care* – an innovative online community engagement process that involved interactive web-based participation tools, supported by social media, with community “conversation guides” as well as accessible, paper-based tools.

This innovative online approach allowed the North West LHIN to reach and involve more local residents, and more diverse groups, in developing its second Integrated Health Services Plan (IHSP) for 2010-13 – a key strategic plan that outlines health care priorities for our region.

## **The Role of Public Participation**

### *...For the North West LHIN*

Staff at the North West LHIN share a common belief that providing the most accessible, effective and patient-centred care requires public participation.

As mentioned earlier, the North West LHIN faces the challenge of providing accessible health care services to residents spread over a large geographic area. We also understand that, because of this, decisions cannot be made solely on aggregated population health data. Instead, sustainable decisions need to be made with each community, based on their specific health needs. The North West LHIN has found that hearing the personal stories and experiences of local people, such as patients and their

family members, as well as from health workers, leads to better and more sustainable decisions, more effective health care services and ultimately healthier people in our region.

We viewed the role of public participation as of fundamental importance in defining and describing problems in our local health care system, as well as identifying potential solutions and improvements, and setting future priorities. As a result, public participation was at the very heart of our work to develop the North West LHIN's second IHSP.

#### *...For Ascentum*

Ascentum is a small public participation firm, based in Ottawa, Canada, with a specialty in online dialogue and deliberation. Ascentum's role in *Share Your Story, Shape Your Care* was to host the project on its customized [dialoguecircles.com](http://dialoguecircles.com) platform and provide advice and support to the North West LHIN's project team in designing the initiative's strategy, design, delivery and evaluation.

As public participation practitioners, Ascentum believe strongly and advocate that sustainable decisions – those based on dialogue, common values and shared vision – require public participation. Furthermore, the public should play meaningful roles throughout the cycle of sustainable decision-making: from environmental scanning and framing to the decision itself, as well as evaluation.

Ascentum's mission is to help organizations and governments develop stronger relationships and make better decisions by involving people. Informed participation is a pillar of effective public participation, so that participants have access to the right information to enable them to play meaningful roles in dialogue.

### **Public Participation Methods**

*Share Your Story, Shape Your Care* used an innovative public participation approach that blended interactive online involvement tools with accessible paper versions and a "conversation guide" local people could use to host their own dialogues in the community. A brief description of the methods is included below:

#### *1) Key informant interviews*

At the very start of the project's lifecycle, we conducted a series of key informant interviews with members of the community. This was an essential first step in framing the issue for the larger participation initiative and for listening to people's views on the most effective tools or methods for involving the public across our region. Interview participants included public members of the North West LHIN's Board of Directors, front-line health workers, patients and members of the broader public.

#### *2) Innovative online participation website*

A customized participation website was developed and hosted by Ascentum's [dialoguecircles.com](http://www.northwestlhlin.on.ca/myvoice) platform at <http://www.northwestlhlin.on.ca/myvoice>. The innovative website was designed to be fully accessible for people with different literacy levels and educational backgrounds, as well as simple to navigate for less experienced web users. The site featured a series of innovative features and pages to enrich the participation experience, make use of web 2.0 technologies and peer-to-peer sharing tools:

- YouTube video personal welcome message on the site homepage from Gwen DuBois-Wing, CEO of the North West LHIN.

- Weekly blog by the CEO profiling stories she had read and found particularly moving or insightful, as well as internal news on the project.
- Simple “How to Participate” area that provided a visual “menu” of the ways to participate, with simple links to take participants directly to the tools.
- Weekly participation update reports in PDF format available through the site.
- “Story reading room” interactive page to read shared stories from other participants, with the option of posting story/idea submissions in reply.
- “Tell a friend” tool to invite friends or colleagues to participate, using email-based peer-to-peer messaging.
- “Resource Centre” page with access to links, documents and reports to help participants deepen their knowledge of the technical health challenges in the region.
- “About our project” to provide participants with key context and background on the initiative, including its objectives and specific details on how their participation would affect the North West LHIN’s decision-making and the second IHSP.

### 3) *Online “Choicebook”*

Innovative online “Choicebook” that supported deliberative participation by presenting people with background information, fictional scenarios to illustrate policy challenges, and a blend of open-ended and closed-ended questions for participants to evaluate proposed measures, identify policy priorities and share personal experiences. The Choicebook also included an evaluation component and additional viral, peer-to-peer participation invitation tools.

### 4) *Online Stories and Ideas Tool*

A stories/ideas sharing tool that allowed participants to share personal stories about the health care system and/or ideas for improvement. Participants could submit their stories or ideas in response to five broad questions and had the option of keeping their submission private (for review by the research team only) or to make it public for other visitors to the site to read and respond to. This fostered interactive dialogue between participants on the website.

### 5) *“Conversation Guide”*

A special “Conversation Guide” was developed to foster participant-facilitated dialogues on health care across Northwestern Ontario. The Conversation Guide was designed to be accessible and included similar content and lines of enquiry as the Choicebook, and was intended to allow people to organize their own dialogues at home with family or friends, at work with colleagues, or in their larger communities. Different versions were available for facilitators and for participants, with the facilitator’s guide including instructions on moderating the conversation. A questionnaire was also available for facilitators to capture individual participant responses, as well as their own group report, for return to the North West LHIN for inclusion in analysis.

### 6) *Paper versions to ensure accessibility*

Paper versions of all participation tools were made available to ensure that those without Internet access could participate fully. Paper copies of the Choicebook and Stories/Ideas participation tools were made available in health facilities and other public buildings across the region and could be ordered directly from the North West LHIN. The Conversation Guide was made available on the engagement site and could also be ordered from the LHIN.

### 7) “Personalized Participant Reports”

In the Choicebook, participants could sign-up to receive a new innovation, the “Personalized Participant Report”. This 20-page report used technology to customize its content, based on the individual responses received from each participant. In each report, a participant saw how their individual answers to key questions in the Choicebook compared to the aggregate results from all participants. This allowed them to situate their views in the context of the overall community. Personalized messages allowed the North West LHIN to inform people how their participation had and would affect its decisions. The Reports were generated using a new system developed by Ascentum, as part of its *dialoguecircles.com* public participation toolkit.

### 8) Facebook promotion for social media outreach

Social media provided the North West LHIN to involve more participants by tapping-into local social networks for peer-to-peer recruitment. We developed a Facebook presence for *Share Your Story, Shape Your Care* along with a social media recruitment strategy using the platform. Friend networks invited each other to participate via the online engagement site and outreach efforts were also made to reach networks for specific disease or identity networks across Northwestern Ontario. This allowed the North West LHIN to use emerging, innovative social media communications techniques as well as proven local methods involving more traditional media.

## Uniqueness of the Project

We believe that *Share Your Story, Shape Your Care* was a truly innovative and unique public participation project: one that had broken new ground in involving Northern and Remote communities, Aboriginal peoples, seniors and other “hard-to-reach” groups in decision-making, and blending new online participation with participant-led dialogues.

Interactive, web-based technologies were used to overcome the barriers to participation that many members of our community face. Most importantly, the geographic size of Northwestern Ontario makes it hard for many to attend in-person events. In addition, some local residents work have personal (e.g. childcare) or professional (e.g. shift scheduling) that can make participation in traditional events impossible. Online technologies provided us with a way to overcome these barriers to access and, in doing so, to reach new members of the community. However, we also decided to use online technologies because of the rich and engaging experience they offer participants.

We believe our project made progress in addressing some of the most challenging problems in the field of public participation – namely, overcoming distance and reaching, as well as actually involving, “hard-to-reach” groups such as seniors, young people, Aboriginal peoples, low-income residents and other vulnerable groups (e.g. people with mental health challenges), as well as busy and stressed front-line health workers like nurses and doctors. *Share Your Story, Shape Your Care* used participation and outreach approaches to involve these important affected groups in participation, and in doing so spread public participation into new areas of engaging people in Northern and remote communities, through innovative online technologies. The project proved that Internet penetration rates are high enough for broad access, even in these communities.

## Project Results

The project surpassed our objectives in terms of the degree of participation and value of the individual contributions made by participants.



The interactive website platform received 2500 “hits” and 2000 unique page views. Over 800 people took part, with 666 doing paper or online versions of the Choicebook (70% online) and 150 separate story and idea submissions. Overall, the North West LHIN received over 190,000 words of personal stories, experiences and ideas – the length of two standard-length novels! All qualitative data was coded using QSR NVivo.

Our participant profile closely represented census data for the region, showing that we had reached effective proportions by age (including seniors), geography and education.

Since the project ended in May 2009, staff have already used the results to amend existing programs and act on participant suggestions for new projects. Internal discussions have already identified new priorities for inclusion in the second IHSP currently being developed, as a direct result of what the North West LHIN heard from the public (including measures to support travel to access care and more central and patient-centred scheduling for all appointments).

At a broader level, the project has generated significant media coverage and public interest in the North West LHIN's ongoing public participation activities. In the Choicebook, 75% said that they would follow the LHIN participation work more closely. Perhaps most importantly, the project appears to have generated a greater public dialogue on our local health system in the future.

### **Alignment with Core Values**

*Core Value 1: Share Your Story, Shape Your Care* was founded on the core belief that local people who are affected by their health care system – patients, their family members, health workers and members of the broader community – should be part of decision-making about how health services are organized and delivered.

*Core Value 2:* The project made a commitment to participants that their personal stories and ideas would directly impact the North West LHIN's second IHSP plan and strategic priorities for the next 3 years.

*Core Value 3:* The deliberative process allowed participants to learn about each other's perspectives, experiences and values, and also the “tough choices” that the North West LHIN needs to make about allocating scarce dollars in the health care system.

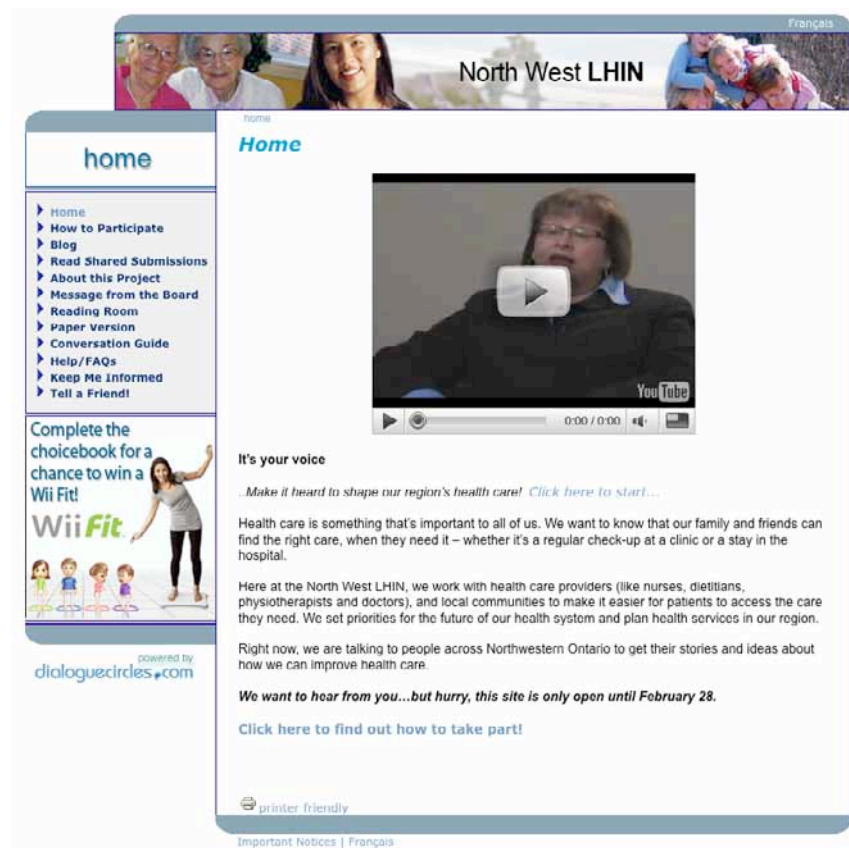
*Core Value 4:* The project used a mixture of peer-to-peer and grassroots communications to actively involve local communities including “hard-to-reach” groups.

*Core Value 5:* During the key informant interviews, participants helped design the method and the participation tools. This led to a menu of online (Choicebook and/or Stories/Ideas), paper-based as well as in-person participant-led dialogues.

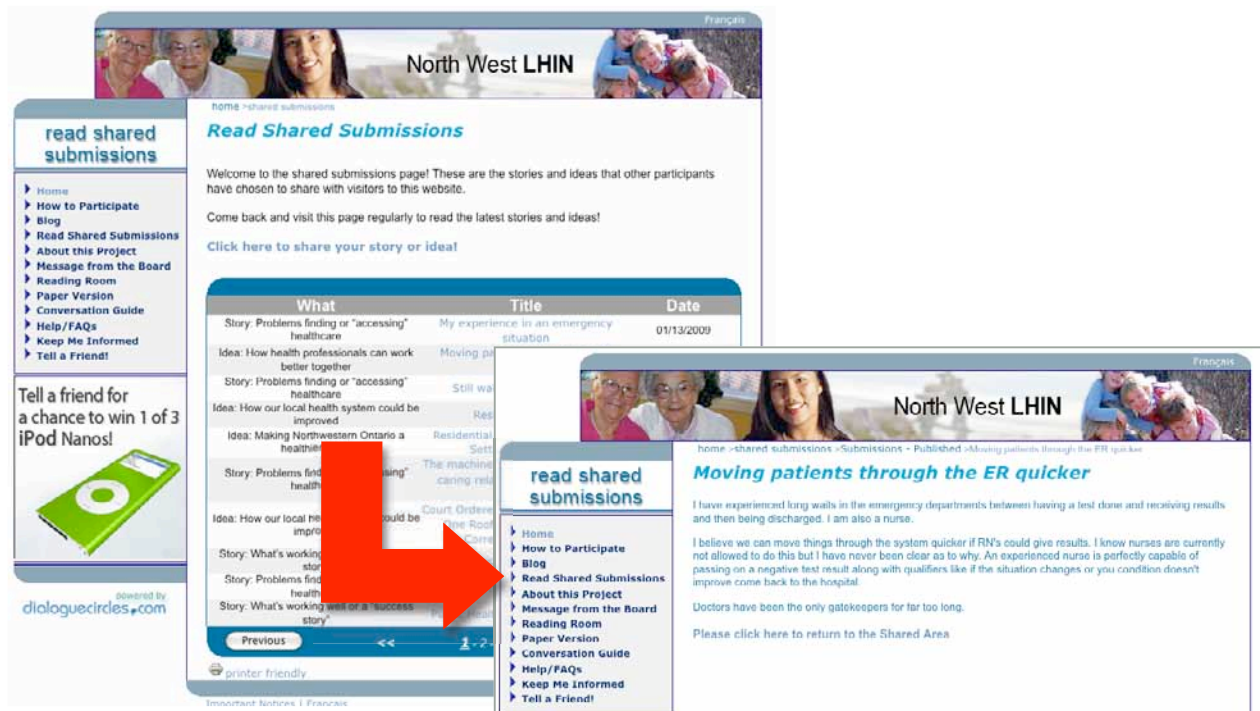
*Core Value 6:* The project was based on the principle of informed participation, giving participants access to scenarios, facts, others' perspectives and other background information to foster public judgment through individual and group deliberation.

*Core Value 7:* Full reports of the project's findings are available on the North West LHIN's site and individual “personalized participant reports” have been distributed. While internal decisions have already been affected by project findings, details on how the second IHSP was affected will be released along with the plan in the coming months.

*Share Your Story, Shape Your Care's* innovative online participation site homepage



Images from the *Shared Stories Room* on the site, and an example post by a participant





<b>Title</b>	Scarborough's Future – Delivering an Urban Renaissance
<b>IAP2 Award Category</b>	Project of the Year 2009
<b>Organisation Name</b>	Scarborough Renaissance Partnership (SRP)
<b>Nominees Name</b>	Charles Campion, John Thompson & Partners (JTP)
<b>Contact Information</b>	<p>Scarborough's Renaissance Partnership  Nick Taylor, Renaissance Manager  Email: <a href="mailto:nick@scarboroughsfuture.org.uk">nick@scarboroughsfuture.org.uk</a>  T: +44 (0) 1723 341 346</p> <p>John Thompson &amp; Partners  Charles Campion, Partner  Email : <a href="mailto:cc@jtp.co.uk">cc@jtp.co.uk</a>  T: +44 (0) 20 7017 1780</p>
<b>References</b>	<p>David Archer, Strategic Director of Operations,  Scarborough Borough Council  Email: david.archer@scarborough.gov.uk</p> <p>Tom Pindar, Pindar Press, Scarborough  Email: tompindar@pindar.com</p>
<b>Contact Information for Three Publications</b>	<p>Scarborough Evening News  Ed Asquith, Editor  Email: <a href="mailto:Ed.Asquith@yrnltd.co.uk">Ed.Asquith@yrnltd.co.uk</a></p> <p>Greg White, Business Editor,  Yorkshire Post  Email: greg.wright@ypn.co.uk</p> <p>New Start Magazine  Julian Dobson, Editor  Email: info@nsplus.co.uk</p>

## Case Study Summary

<b>Title</b>	Scarborough's Future – Delivering an Urban Renaissance
<b>Organising Group</b>	Scarborough Borough Council, Yorkshire Forward and the community of Scarborough
<b>Location</b>	Scarborough, North Yorkshire, England, population 65,000
<b>Key problem</b>	The town was a failing seaside resort and in serious decline and needed to seek a new direction
<b>Sample Methods</b>	Significant advanced research, a process of community animation - including all sectors of the community - in the run up to a charrette for the whole community, the establishment of a Town Team to agree on and oversee the delivery of projects that the public had been instrumental in designing.
<b>Results</b>	A town where the creation of a renaissance Vision through community participation, backed up by public sector strategic investment of \$40m, influenced a private sector response of over \$400m. New industries and jobs have been established, existing jobs protected and the town has just won the European Union Award as 'Europe's Most Enterprising Place 2009'. The creative industries were struggling to be successful five years ago, but are now at the forefront of the town's renaissance.
<b>Impact Level</b>	The town of Scarborough and the wider region
<b>Time Frame</b>	The original activity started in 2002 and is still actively supported in the town by the community. The main physical projects were completed between the summer of 2006 and 2008.
<b>People Engaged</b>	From the initial charrette, attended by over 1,000 people, Scarborough Renaissance Partnership (SRP) has managed to sustain the active participation of 300 people each month in the overarching programme. SRP's newsletter is circulated to over 2,000 interested stakeholders and their website averages 1200 unique visits per month.
<b>Web link</b>	<a href="http://www.scarboroughsfuture.org.uk">www.scarboroughsfuture.org.uk</a>

## The Problem and Challenge

- Historic seaside town in serious economic, physical and social decline
- Engaging stakeholders and the whole community in a participative town renaissance process to re-invent the town and build a sustainable future

Scarborough, situated on England's north east coast, is acknowledged as the first tourist resort in the country, possibly the world. Visitors came from all over Europe from the middle of the 17<sup>th</sup> Century to 'take the waters' and enjoy cultural pursuits. The likes of Charles Dickens would present their works in the 'Reading Rooms' of the town.

With the arrival of the railway, the town opened up to the masses from the mills of West Yorkshire. The success of the town continued with a buoyant tourism sector alongside traditional primary activity of fishing until the 1970s when, with the development of affordable holidays in the sunny Mediterranean and the introduction of fishing quotas, the tourism and fishing sectors went into decline, with a subsequent devastating effect on the local economy.

The town's most talented young people left to go to university and did not return. Many people retired to the town, skewing the age profile and putting strain on the health and welfare system. The town was insufficiently attractive to encourage top-line teachers to move there, so the quality of education fell away and the results of children at all ages lagged behind the region and country. The remaining tourism industry was seasonal and low wage. Aspirations of the community were low, as were expectations. The isolation of the town did not help, being 40 miles from the nearest city, and hotel visitors expected a discount or lower rates to compensate for their journey. The challenge was to turn this around.

The town has a great legacy due to the nature of wealthy visitors over the previous 200 years, its beautiful built environment and public realm, combined with a wonderful natural setting. As one of the key stakeholders has said, "if a child were to draw a perfect place by the sea they would include a rocky headland with a castle on top, a mediaeval harbour with fishing boats, two sandy bays and a network of old streets connecting the lot together". Scarborough has all of these.

In addition to the attractive appearance, there was a large enough community to support national main street retailers, a daily local newspaper and a local radio station based in York (40 miles to the west), which concentrated its output significantly on Scarborough. Whilst things were in decline, there was still a sense of local pride and 'Yorkshire grit and determination'.

It was therefore essential to flush out this loyalty, engage with the key influencers, grow the level of support and create something tangible to deliver key projects with the help of public funding. The next and most important stage was to win hearts and minds, to encourage businesses to invest in the town to reflect the public spend and then, in all other sectors, start to raise the quality of the offer of the town. Schools needed to embrace the wind of change, the local university to support the activity as well as businesses to improve their performance and link with the educators to inform them of their skills' requirements for the future. The only way to achieve all of this was through a full and comprehensive public participation process.

## The Role of Public Participation

- Public participation at the core of the process, facilitated by experts
- Broad engagement process leading to consensus Vision
- Establishment of Town Team to deliver the Vision

The UK Government urban policy document in 2000 gave the mandate to the newly created Regional Development Agency (RDA), Yorkshire Forward, to start a new Urban Renaissance programme. At the core of the programme was public participation.

Professor Alan Simpson, a leading architect and urbanist with considerable experience in running 'charrettes', initially in the United States, was appointed as Head of Urban Renaissance at Yorkshire Forward. His influence encouraged the process of participation to begin, including the creation of a 'Town Team' to play a key role in the delivery of the Vision for Scarborough.

Consultant architects and community planners John Thompson & Partners (JTP) were appointed to lead the Scarborough Renaissance community planning process. JTP's central ethos is that, "*sustainable development is most effectively achieved if it engages stakeholder knowledge and commitment at every stage of the process*". JTP have wide-ranging experience of leading multi-disciplinary teams in charrette processes throughout the UK, Europe, the Middle East, India and China.

In the run up to the "Vision for Scarborough" charrette, JTP conducted a broad-ranging community animation process to understand the town and encourage full participation. All sectors of the community were visited, including local business, health, faith groups, homeless charities and groups, schools and colleges, arts and cultural groups, resident groups, etc. The charrette was publicized through the local media and this resulted in over 1000 people participating at the event in workshops, walkabouts and hands-on planning sessions. The results were reported back a few days later in the form of a new illustrated Vision for Scarborough. A key recommendation from the charrette was for the establishment of a Town Team.

Yorkshire Forward made a strong case for full public involvement but there were some who felt it was too strong a challenge to the traditional democratic process and that their grip might be threatened. Scarborough however had a visionary leader of the local council, Eileen Bosomworth, who took a significant risk in advocating the public participation process. For those close to the activity in Scarborough, it rapidly became apparent that the public was thoroughly committed and actually had a strong grasp of the overall strategic benefit that would be brought to the town. The main strength here was the quality of the leader who had been attracted to chair the 'Town Team'. Tom Pindar had been a highly successful businessman running an international printing and typesetting company in Scarborough.

Tom's influence, the quality of debate and the way the public participation was led and communicated, were of such a good and consistent standard that many of the fears and scepticism quickly dissipated. The involvement of the creative and arts community, including the playwright Sir Alan Ayckbourn, stimulated a completely new way to look at the future of the town. The creative community were at the heart of the participation process and some effective 'quick win projects' helped the whole population look at their town in a new light.

## Public Participation Methods

- Community animation to encourage wide participation at the Charrette
- Collaborative processes to agree strategies
- Effective communication strategies to broaden and sustain participation and share methods and successes

JTP worked alongside Professor Alan Simpson from Yorkshire Forward and Scarborough Borough Council to run the Visioning process. The activity began with a team from JTP meeting a wide cross-section of the community to encourage participation and establish how the town networks operated. This resulted in a document called 'An Audit of Scarborough', which demonstrated the hidden significance and potential of the creative community.

A Community Planning Weekend charrette was organised and promoted through some visually appealing posters that were distributed throughout the town, along with flyers, which were circulated with the local newspaper. Radio interviews were held, double page spreads were published (again in the local newspaper) and a wide variety of local interest groups were directly invited to attend.

The event was programmed to take place at an easy to find site, with good access for all. A crèche was organised so parents with young children could attend. The public sessions of the 'charrette' ran from Friday lunchtime 26 April 2002 through to late afternoon the following Saturday. The chosen period allowed access to the fullest possible cross section of the community, from school children to business people. Stakeholders were identified in advance and encouraged to attend with supporters from their sector of the population.

More than 1,000 people attended over the two days and took part in topic workshops, visits to key locations and 'hands-on' planning groups. Invaluable data was collected, which formed the content of the Town Charter - a public commitment to participative consultation and quality. Also produced was a Strategic Development Framework document called 'Kissing Sleeping Beauty', which provided a guideline to future developments in the town, as well as the eight strategic projects that came out of the public participation event and were delivered over the following four years.

Since the original event, participative activity has been maintained, engaging over 300 people each month to work on the future of the town. A sponsored monthly newsletter is mailed directly to 2,000 addresses and is posted on the website as soon as it is ready for print. The website provides an archive of documents as well as an information repository for the many students of urbanism. SRP are about to start a photographic competition to encourage visits to the website. There is a town centre renaissance office, or open house, easy to access and regularly used as a meeting place and consultation venue.



## Uniqueness of the Project

- Unparalleled and wide-ranging public participation
- Town Team, drawn from all sectors, leading the town's renaissance
- Comprehensive investment and feedback strategy
- Tangible economic benefit and step change in quality of delivery

Whilst the initial concept was not unique - it was going on in other Yorkshire towns - the strength and response in Scarborough to the idea of renaissance and public participation was unparalleled. For the first time in local memory, the community was asked what they wanted for their town, and not just for the benefit of visitors.

The results of the renaissance programme in Scarborough have been far reaching. The Town Team leads the renaissance, stimulates public debate and encourages new people to get involved, thereby ensuring vitality. Those involved represent a wide spectrum of the town and include artists, writers, designers, architects, IT experts, business people from many disciplines, hoteliers, lawyers, doctors, educationalists and a strong array of local authority officers who now give their own time willingly.

Scarborough is seen as leading the way on public participation by other towns in the region. SRP developed an interactive website, along the lines of a social networking site, for people in other towns to use, to discuss and exchange knowledge and for SRP to use as a means of communicating with a large and diverse group across a wider area.

SRP are conscious that they ask people to give their time and efforts to improve the town and believe it is appropriate to give something back in the form of training and personal development. They have offered courses for town team members covering subjects such as presentation skills, charring meetings, organising events and e-marketing.

Projects born out of public participation, promoted through the town team and supported by the public delivery bodies, namely the local council and RDA, have proven to be highly sustainable. Renaissance projects that encourage visitor economy, such as the refurbishment of the Spa Conference and Entertainment Complex and the Rotunda Museum, have led to the development of new hotel accommodation, including the town's first four star hotel. Many others have improved through investment and now operate all year round. As a consequence, the seasonality of employment in the town has declined and in October 2008, the seasonal increase in unemployment was 50% less than it had been in October 2007. Overcoming this issue has been one of the core desires of all the stakeholders.

The participative process revealed a strong desire that Scarborough should go 'up market'. This is now happening as a result of an insistence on quality in the design and finish of all Renaissance projects. This has led to a raising of aspiration and expectation in the town and a step-change in the private sectors' developments and services.

Communicating with such large numbers of people has been an evolving process. The newsletter and website have developed with input from many people and are now recognised as a valuable tool to disseminate information, celebrate success, and stimulate debate and wider involvement. Importantly, they inform participants of how their involvement has affected decision-making. This has proven to be useful as it has further encouraged participation and motivated the Town Team.

## Project Results

- Continuing 7 year participatory renaissance process led by Town Team
- \$400m investment in the town including beautifully regenerated harbour
- Over 1500 jobs protected or created
- \$48m investment in Scarborough business park
- 8% increase in profitability in the visitor economy
- New 4 star hotel
- Scarborough voted Most Enterprising Place in Europe 2009

In addition to the transformational impact on the governance of the town, as outlined above, the Renaissance has delivered a range of projects through continuing public participation. These projects include: the harbour regeneration, the Rotunda museum, Woodend Creative Industries Centre, world class fibre broadband, art and culture festivals, neighbourhood regeneration, and developing business relationships.

The flagship project was the harbour regeneration. This area used to look like a low-grade industrial estate with galvanized railings surrounding the harbour, poorly performing businesses and little opportunity for use by leisure craft, as the now reduced fishing fleet still felt they had first call on the space. The community felt differently and proposed, at the charrette, that this area be completely re-modelled. The Town Team led participative planning sessions in the Renaissance office and over four months the plans were developed. Consequently, around \$7m investment was attracted into the area, jobs created and the harbour now operates all year round and is a beautiful, vibrant focal point for the town. There is a 65 berth marina where boats pay over \$2400 per year each so the \$800,000 installation cost will be quickly repaid. The place is also increasingly popular with tourists and visiting craft from all over the North Sea rim.

The creative economy gained so much support that an old underused museum was redeveloped as Woodend Creative Industries Centre. Incubator units with business advice on tap have proven to be very successful and have attracted former residents back to live and work in Scarborough from the larger cities in the region. The public participation from the grass roots enabled Woodend to open at twice the level of occupancy anticipated.

[www.woodendcreative.co.uk](http://www.woodendcreative.co.uk)

One group whose participation initially fell away was the business community. SRP felt they needed to go to them so, taking an idea from a business group in Utah, they set up the Ambassadors Programme. SRP have now held 38 Ambassadors' evenings. These are sponsored dinners, where the sponsor gets to invite their clients, in addition to those from a database SRP has developed, comprising principal business people along with head teachers, senior officers from the council and leaders of all aspects of the town - from the church to voluntary groups. There is a theme to each event, but the thrust is to get the 'Ambassadors' to promote the town when they are doing business elsewhere.

The Renaissance of Scarborough and the benefits gained from the public participation has led to a reputation for outstanding best practice, culminating in the winning of a government backed competition in October 2008 of Britain's Most Enterprising Town, and in May 2009 being awarded by the European Union the title of Europe's Most Enterprising Place.

## Alignment with Core Values for the Practice of Public Participation

**Core Value 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.** Experience has shown that sustainable regeneration is best achieved by engaging fully with the community to develop and deliver projects through consensus and ownership. Scarborough Renaissance was set up to achieve the widest possible participation in developing and delivering a new Vision for the town. This was underpinned by the insistence from the funding body Yorkshire Forward for an audit trail of public participation and support.

**Core Value 2 - Public participation includes the promise that the public's contribution will influence the decision.** Following the promise that the community charrette would create a Vision that would form the basis of the Renaissance Strategy, a Town Team was established with a constituted Executive, a key part of the project approval process for the funding body Yorkshire Forward. In addition, Scarborough Council consults with the Town Team on Renaissance issues and investments.

**Core Value 3 - Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.** Significant work was undertaken to reach all sectors of the community prior to the charrette in 2002. As a result there was wide-ranging involvement from all sectors, whose needs and interests are highlighted through the Town Team process. Project proposals are brought to and developed by the Town Team or an appropriate action group and the results are communicated through the monthly newsletter and website.

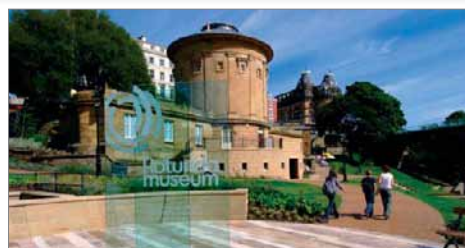
**Core Value 4 - Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.** Everyone who lives, works in or visits Scarborough is affected by the Renaissance. The community animation process sought out all special interest groups, including visitors, to understand their issues and encourage participation. This work continued through the Town Team and as the major projects have now been delivered, this success has acted to facilitate ever-growing involvement.

**Core Value 5 - Public participation seeks input from participants in designing how they participate.** The initial charrette was designed to be flexible and respond to the needs and wishes of participants. This approach has continued through the Town Team process, which seeks out input and reacts and shapes itself according to the topics and agendas brought to it by participants.

**Core Value 6 - Public participation provides participants with the information they need to participate in a meaningful way.** In the build up to the initial charrette, participants were informed about how the process would operate and what the outcomes would be. Facilitated workshops and hands-on planning groups were held to act as a focus for information exchange and to raise participants' capacity, whilst ensuring that participants' own areas of expertise and knowledge were captured into the process. Since the creation of the Town Team training has been given, including formal courses and specific events. Feedback has been sought which has informed the process throughout and allowed us to shape the activities over the last 5 years.

**Core Value 7 - Public participation communicates to participants how their input affected the decision.**

The charrette concluded with a feedback presentation and written report showing how the participants' input had shaped the outcomes. This was presented as an illustrated Vision and action plan for the town. Since then continued participation has shaped the Renaissance programme and the effect of participants' input is communicated regularly through a monthly newsletter, media releases, the website and through word of mouth. This latter method is probably the most valuable as it demonstrates a much more networked and cohesive town.





# Australian Citizens' Parliament



## Australian Citizens' Parliament

*Submission to:*  
International Association for Public Participation (IAP2)

2009 Annual International Core Value Awards

*Category:* Project of the year  
*Alternative:* Innovation using Technology

*Organization:* newDemocracy  
*Nominee:* Mr Luca Belgiorno-Nettis  
PO Box R418, Royal Exchange, NSW 1225, Australia  
☎ +61-2-9037-7293

### *Participant References*

Tracy Lilley  
Darwin, Northern Territory, Australia  
☎ +61-8-8988-2441  
☎ +61-8-8932-3280  
☎ +61-(0)418-853-085  
[tracylilley@bigpond.com](mailto:tracylilley@bigpond.com)

Matthew Brennan  
Newcastle, NSW, Australia  
☎ +61-(0)402-159-225  
[brenno63@optusnet.com.au](mailto:brenno63@optusnet.com.au)

### *Media Publications*

Journal of Public Deliberation  
*Editor:* Ted Becker ([becketl@auburn.edu](mailto:becketl@auburn.edu))  
<http://services.bepress.com/jpd/>

Canberra Times (newspaper)  
*Editor:* Rod Quinn  
([editors.assistant@canberratimes.com.au](mailto:editors.assistant@canberratimes.com.au))  
<http://www.canberratimes.com.au/>

Sydney Ideas Quarterly  
*Editor:* Minh Bui Jones ([editor@sydneyiq.com.au](mailto:editor@sydneyiq.com.au))  
[http://www.usyd.edu.au/sydney\\_ideas\\_quarterly/](http://www.usyd.edu.au/sydney_ideas_quarterly/)

**Case Study Summary Table**

Title	Australian Citizens' Parliament
Organizing group	newDemocracy Foundation, The Australian National University, The University of Sydney, Curtin University, The University of Washington
Location	Canberra and regional centers around Australia
Key Question/Problem	<i>How can Australia's political system be strengthened to serve us better?</i>
Sample Methods	Public World Cafés to help determine key question; random invitations from electoral roll; stratified random sampling of 150 participants from registration database, one per electorate of proportional age, educational level, gender and aboriginality; three process phases: regional meetings, 'Online Parliament' (hosted by CivicEvolution.org) and <i>Citizens' Parliament</i> in Canberra. Applied 21 <sup>st</sup> Century Dialogue (Town Meeting), World Café, Open Space, Inquiry Circle; Q & A Panels, Fishbowl, and other techniques.
Results	Final Report, signed off by all participants, delivered by their delegates to the Prime Minister's representative, containing prioritized proposals after deliberation. Increased public engagement features strongly.
Impact Level	High for participants who described it as "a life changing event". Medium for Government - its final "considered response" has not yet been received. Medium for public who received some TV and newspaper coverage.
Time Frame	1½ years - preparations started in Oct. 07; World Cafés in early 2008; Regional Meetings in mid 2008; Online Parliament deliberations over 10 weeks to the end of 2008; <i>Citizens' Parliament</i> from 6 - 9 Feb 2009.
People Engaged	9600 invited, 2763 registered, 278 joined online teams, 150 face-to-face in Canberra, ongoing social networking
Web Link	<a href="http://www.citizensparliament.org.au/">http://www.citizensparliament.org.au/</a>

## The Problem and Challenge

This project was initiated by academics from three Australian universities (ANU, University of Sydney, Curtin University), and the founder of an NGO (newDemocracy) who was interested in political reform. Funding was provided by the NGO and an Australian Research Council grant. Later funding and academic support was received from the University of Washington.

The ***Citizens' Parliament*** project was borne out of a quest by the principals to demonstrate that a deliberative approach to public participation at the national level would be both possible and worthwhile not only in terms of outcomes, but with potential to engender a more sustainable democracy. There is ample evidence of the apathy and disenfranchisement of ordinary citizens towards our political system, so the challenge was to see if they could be motivated to engage in intensive deliberations on a broad topic of national significance:

*How can Australia's political system be strengthened to serve us better?*

Central to the concept of a *Citizens' Parliament* was the random selection of one participant from each federal electorate, but stratified by age, education, gender and aboriginality to match the census. The *Citizens' Parliament* would be 150-strong representation of the Australian population. The logistical effort to bring them together would be large.

The conveners wanted to explore how an online environment, called the **Online Parliament**, could help participants start their conversation before coming to deliberate face-to-face. Customized software was developed to help participants work deliberatively in self-managed teams to produce a starting set of proposals for face-to-face consideration.

The challenge was to organize and facilitate the participants to produce a final collaborative report of proposals that were agreeable and worthwhile to the participants, the Government, and the public. The conveners also hoped that the participants would complete the process with a positive view about deliberative processes and commitment to promote them. It has been shown that if participants feel 'ownership' of their deliberations, this leads to the likelihood of increased social capital and hence more sustainable outcomes.

## The Role of Public Participation

The conveners felt that only a random selection of ordinary citizens could bring the diversity of beliefs and values from across Australia to a deliberation about constitutional and policy matters. Moreover, the top-line question was designed so that the important problems to address would be chosen by the citizens and framed on their terms.

The *Citizens' Parliament* was co-chaired by two eminent Australians (Lowitja O'Donohue and Fred Chaney) with respected contributions to public life and commitments to social justice and public participation.

Well-crafted invitations were received by around 8000 citizens, randomly drawn from the electoral roll. A staggering 35% of invitees registered their interest in participating!

The project set out to demonstrate that ordinary citizens can collaborate productively with experts and each other to inform and be informed by governance structures and procedures. There would be opportunities for participants to carefully and respectfully deliberate with diverse others, to create options, carefully weigh them, and determine their preferences..

This is in contrast to approaches like the government-convened [Australia 2020 Summit](#) or other public consultations that attract people with strongly-held views and special interests, and where advocacy and lobbying are more likely than judicious deliberation.

For topics of national import, commentators often suggest that for dialogue to be credible, large numbers of people need to be engaged. Partially for this reason, the online phase was opened to all registered invitees. Around 10% of them joined online teams to produce a wide range of proposals.

Public participation was organized into three phases. First, groups of the 150 selected



participants met once in capital cities and regional centers to learn about the project and begin conversations. Then for ten weeks all registered participants deliberated online from their homes. Finally, the 150 met in Canberra for four days (6-9 Feb, 2009) to deliberate and produce their final recommendations.

Threaded discussion forums are insufficient on their own for political problem solving or so-called e-governance. By allowing participants to self-organize into teams around problematic topics and produce proposals for change through group collaboration, which can then be deliberated further in face-to-face engagement, a model structure was provided to help the public participate constructively.

The organizers attracted a panel of experts from different perspectives and disciplines to address the participants about the constitution and contemporary policy. They carefully answered a multitude of questions without condescension. No speakers came as partisans, but neither did they present 'definitive' or 'objective' views, especially on contentious issues. Multiple perspectives were often presented. A recurring theme of their responses was that every governance option has both positive and negative impacts, at least on some section of the population, which should be acknowledged. Thus, the participants were invited to think critically when considering populist perspectives.

The participants came with various understandings about the role of public participation. Many came expecting to promote and defend particular views. Only a handful had experienced a facilitated conversation. But most came ready to learn. At the end, many expressed pleasant surprise at how the deliberative processes had drawn the best from all of them at once. While only a handful had expertise in government matters, they collaborated to produce recommendations that even the expert panel deemed competent. Three of the five final recommendations encouraged new forms of public participation.

That the participants were addressed in Canberra by both the Cabinet Secretary - Special Minister of State and the Parliamentary Secretary for the Prime Minister indicates the Government's praise of public participation. However, whether Government will embrace participatory processes that are more binding than mere consultation remains to be seen.

Several participants have spoken with their federal Member of Parliament about their experience and to encourage more of it. The youngest participant, recently out of school, who initially said she was disinterested in politics, now works in the office of her state MP.

This focus of this year's IAP2 Award, 'making sustainable decisions', is reliant upon process as well as outcome. At the core of sustainability is a contested battle for influence over decision-making about boundaries of resources, representation and responsibility. The *Citizens' Parliament* focussed on changing the nature of the relationships in order to develop co-intelligent solutions about Australia's future governance. This is crucial to sustainability.

## Public Participation Methods

The *Citizens' Parliament* was designed deliberately to use a variety of dialogue and deliberation techniques assisted by technology. These included.

- **21st Century Dialogue (using IStorm software)** - This method is an adaptation of the 21st Century Town Meeting™. At each of the 23 tables, facilitators guided dialogue. At each table is a wirelessly-connected laptop computer. As the agenda proceeds, a participant at each table posts both agreed and strongly held minority views. These entries are collated into themes in real time by pairs of independent analysts. These consolidated entries are projected back into the room, which participants then rank. The innovative software is based on the *IStorm* collaboration tool to support option amalgamation and prioritization, with the ability to track individual entries to ascertain discourses and changes as a result of deliberation. At the end of each day, a preliminary report of all the findings is disseminated in hard copy to each participant.
- **World Café** - This is a well-known method of stimulating small group, community conversations about complex issues. It was applied in precursor public events to test the top-line question, and during the *Citizens' Parliament* itself. For each topic participants

shift tables over several rounds of conversation. They are inevitably surprised how themes "grow legs" as the conversation develops, and how reciprocity and learning happen quite naturally.

- Other sessions during the *Citizens Parliament* applied the following dialogue and deliberative techniques: ***Open Space, Inquiry Circle, Q & A Panels, Fishbowl, Empathetic Listening, and Reflective Learning***.
- ***Online Deliberation (using CivicEvolution.org)*** - This is an innovative, collaboration platform developed by Brian Sullivan that enables participants to self-organize into teams to develop detailed proposals. The teams form a virtual 'think tank'. Each team starts with a participant proposing an idea and interested others joining. They then proceed through the steps of defining the problem, generating options, analyzing those options and making their final recommendations. Within each step, a set of general critical-thinking questions guides discussion. Threaded discussion occurs around each participant response, which are then endorsed and prioritized. Daily email reports keep participants up-to-date. Instant notification of replies and the option to reply by email make the dialogue dynamic and responsive. The endorsed key points from each step are automatically compiled into the final proposal. The deliberative nature of this process makes the result far more meaningful than a mere aggregation of opinion.
- ***Public website (www.citizensparliament.org)*** - This site served as the public face of the project, as well as the secure gateway for all participants to the online deliberation. In their secure area, participants also had a virtual chat room and were informed of developments in the lead-up to their meeting in Canberra. The website provided resources to the participants, including articles, essays and web links provided by academics and commentators. Participants submitted articles too. No censoring was applied, as it was left to the participants to decide on the veracity of those resources.

### Uniqueness of the Project

Because it was initiated by universities and funded for its research potential, no large-scale deliberative event has ever had as much data derived from it. For example, all participants were surveyed multiple times using a technique called Q-methodology, which identifies evolving patterns of discourse. All table and theme-team conversations were audio-recorded, allowing researchers to study how deliberation was actually experienced by participants (rather than just retroactively reported). All computer entries, which constitute the content of the participation, have been archived for study. The findings of these analyses (currently underway) will inform the design of future large-scale deliberative processes. It will also inform theorists and practitioners about how ordinary participating citizens cope with content complexity and meta-consensus (e.g. agreeing to agree, agreeing to disagree).

The unique three-phase design of this project met the challenge of 'scaling up' deliberation - engaging on issues of national and international importance; and 'scaling out' deliberation - including large numbers of diverse, geographically dispersed people, achieved by applying innovative techniques that integrated large scale with small group dialogue and deliberation.

Through exposure to both expert opinion and small group dialogue, participants recognized that populist, seemingly straightforward solutions can have unintended consequences to certain sections of the Australian population, to the operation of government, or to political balance. Removed from their usual circles, participants recognized the contradictory perspectives that government policy must address.

The online phases acted as a bridge between the initial regional meetings and the full face-to-face meeting of the *Citizens' Parliament*. Importantly, the online phase was uniquely used to determine a set of starting proposals, effectively setting the agenda for further work by the *Citizens' Parliament*. The customized *CivicEvolution* platform was innovative in its integration of a team workflow into the deliberation, which effectively focused participant activity, reduced noise and helped many participants extend themselves beyond 'silver bullet' simplicity. The endorsement and prioritization features of *CivicEvolution* pushed on-topic proposals up the list. The online service was delivered at no cost to the participants besides

an Internet connection (dial-up was good enough). Its asynchronous online operation is less demanding of people who are time-poor. The organizers consider this development of online technology as new and exciting, and are proud of their association with *CivicEvolution*.

The 21<sup>st</sup> Century Dialogue software offers many advantages to other electronic town meeting systems. It is very adaptive to the needs of different deliberative agendas, user friendly, enables thoughtful choice-making, and transparency through tracking systems.

Stratified random selection is not new, but the software program to do it was an innovation that took into account electorate and aboriginality, as well as gender, age and education.

Uniquely, minority viewpoints were sought, ensuring all participants' viewpoints were valued, and evidence showed that minority views led to important breakthroughs during deliberation.

## Project Results

The effectiveness of the *Citizens' Parliament* is evident in the following:

1. *The extent to which participants were willing to engage in deep deliberation about their political system:* Despite research indicating the apathy of Australian citizens to politics, an unexpectedly high proportion of citizens who received randomized invitations registered to participate. Most stated how "excited", "honored" and "privileged" they felt about being selected. They accepted with few inducements. On the contrary, many made significant sacrifices to attend, especially when fires were burning in Victoria. Despite heat wave conditions and long sessions, they remained intensely engaged throughout.
2. *The extent to which deliberation broadened and changed participant views:* Many proposals which emanated from the online phase were altered due to further deliberation by the full representation of participants and the respect of minor views. As a result of deliberation, many shifted their preferences about the voting system and about Aboriginal representation in the political system. Initial research results showed a stronger understanding and appreciation of our existing system, a change in the way participants spoke about governance, and a stronger desire for public engagement. Several participants described the Citizens' Parliament as a life-changing event.
3. *The extent to which the Citizens' Parliament concluded with a collectively agreed outcome that was perceived to be worthwhile and sustainable:* The final report consisted of the themes and priorities developed by the participants, in their own words. The participants 'signed off' to the report and their names were added to the appendix. In feedback, the participants expressed a high degree of satisfaction with their collective decisions and their final report. At the closing ceremony, the Prime Minister's representative said the Government would seriously consider the Final Report. Their considered response has yet to be received.
4. *Achieving sustainable outcomes through participant initiative:* After returning to their communities, many participants met with local MPs, organized media interviews, addressed community groups and introduced deliberative democracy into classrooms and other work places. Several of the researchers, organizers and volunteers have done the same. One participant wrote an excellent diary-style article about his experience that was published in a well-known nationally-distributed magazine. Over half of the participants have continued to actively support the outcomes and each other through activity in their own social networking site. The conversation continues.

## Alignment with Core Values

1. *Those affected by a decision have a right to be involved in the decision-making process:* The *Citizens' Parliament* was based on the principles of deliberative democracy, that 'ordinary' people have the lived wisdom and capacity to deliberate about complex issues and the right to influence decision-making. Moreover, participants claimed this 'right' by determining how they would continue to influence the decision-making process following the deliberations. By incorporating online deliberation, the process was opened to even broader participation, with a number of online proposals remaining influential throughout.

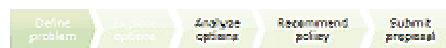
2. *Public participation includes the promise that the public's contribution will influence the decision:* From the outset, a commitment was made to participants that there were no 'agendas' and their deliberations would form the decisions of the engagement. Conveners did not write the final report; the technology behind the *Citizens' Parliament* was able to immediately publish decisions and reports directly from the proceedings, capturing the voices of the participants. Participants were clearly informed that since this was not a Government-led process, its influence on Government decision-making was not guaranteed.
3. *Sustainable decisions promoted by recognizing and communicating the needs and interests of all participants, including decision makers:* This was achieved by maximizing opportunities to carefully listen to and deliberate with diverse others, supported by randomized daily table seating, facilitated small group work, agreed ground rules, and 'expert' panelists, including some decision makers, who were non partisan and inclusive. The value set developed by participants took into account the interests of all people, including those often not heard. Participant attitudes and preferences shifted towards greater sustainability, reflected in the preferred strategies in their final report.
4. *Involving those potentially affected by or interested in a decision:* Community engagement has often been criticized for engaging the 'same few'. In this instance, the topic potentially affected all citizens. Hence, random sampling is the fairest and most rigorous way of ensuring that participants were representative of the broader population, rather than the 'noisy' or interested few. Participants believed that the process was more legitimate due to their random selection.
5. *Seeking input from participants in designing how they participate:* The top-line question of the *Citizens' Parliament* evolved through the deliberations of the World Cafés. The agendas for the face-to-face meetings were developed iteratively through the deliberations of the organizing team, key facilitators and Co-chairs. They were modified daily as needed, often with the input of participants. The online deliberation functioned like an Open Space, with no pre-set agendas other than the participants' interests. The endorsed online proposals then formed the initial themes for the *Citizens' Parliament*. The final agenda evolved as these themes were elaborated upon
6. *Providing participants with the information they need to participate in a meaningful way:*
  - Prior to the regional meetings, participants were given an information kit containing background information on our political system and the process to be pursued.
  - At the regional meetings, information was provided via presentations, question and answer sessions, videos, interactive media, and background written information.
  - The Q-Methodology revealed different perspectives about the political system.
  - Printable resources were posted to the website by the organizers and participants.
  - Some online deliberators accepted the role of 'researcher' to do web-searches.
  - Before arrival in Canberra, participants reviewed copies of the online proposals.
  - At the *Citizens' Parliament*, participants learned through small group, facilitated deliberations; panel discussions; ongoing access to 'experts', informally through discussions or formally through raising a team green card; videos; resource materials; and mechanisms to immediately see and review their collective agreements.
7. *Communicating to participants how their input affected the decision:* The organizers, lead facilitators, table facilitators, Co-chairs and the ombudsmen all communicated to participants the importance of the integrity of the process. This was reaffirmed when one of the Co-chairs openly questioned whether one panel discussion that had discussed deliberative democracy had biased the proceedings. Some participants were adamant that this open discussion had affirmed their trust in the integrity of the process. As noted earlier, participants had ongoing opportunities to question and amend the agenda, themes developed, and content of the daily and final reports. Transparency built into each of the computer platforms enabled quick and thorough accountability, and scrutiny was continually offered to participants. The participants nominated their own delegates to present the final report to the Government.



In the Chamber



At the tables

**EXAMPLE PROPOSAL: Develop voter education policy****Please read 28 new comments**

Explain the problem your team would like to address, who is affected by it, and why it is important to address this problem now.

**Define the problem**

Help your team answer the questions below to complete this step of your proposal. Click a question to see the discussion and answers.

**How can you explain this problem in 1-2 sentences?**

Please read 30 new comments

**Why is this a problem and what are the root causes?**

Please read 1 new comment

**Who is affected by this problem? Try to consider all of the stakeholders.**

Please read 5 new comments

**Why should everyone care about this problem?**

Please read 3 new comments

**How can you explain this problem in 1-2 sentences?** Close

Help me, what should I do here? Add a comment Suggest an answer Alert me

**1 Suggested answer**

Here is a likely explanation of the problem.

Strongly disagree 1 2 3 4 5 Strongly agree  
4 votes 0 1 0 4 4 8 votes

**Are you ready to move on?**

Of the 1 team members  
None of your teammates is ready to move on yet

**View new comments: 1 of 10 since Oct 20 2008**

Message	Author	Date
Thanks, I'll do more details soon	Demo 2 CB User	Tue Oct 21 @ 11:38
We're looking forward to it	Demo 3 CB User	Tue Oct 21 @ 12:36
Me too!	Demo 4 CB User	Tue Oct 21 @ 12:37
Try to share complete thoughts and build on the ideas of others. This will give us all more to think about.	Demo 1 CB User	Tue Oct 21 @ 20:02
More specific what? Let's try to be more clear.	Demo 4 CB User	Tue Oct 21 @ 22:42
OK, I am a newbie and I think these ideas are stellar. Even better! so we are now ready to go to the next phase?	Demo 1 CB User	Tue Oct 21 @ 22:37
No. Not ready for the next phase... are we able to re-think what is the difference between propaganda and brand labeling these days?	Leanne Tellez	Mon Oct 20 @ 9:31 AM

From: Leanne Tellez  
Date: Mon Oct 20 @ 21:56  
Rating: 1 team member found this comment helpful

No. Not ready for the next phase... are we able to re-think what is the difference between propaganda and brand labeling these days?

This comment has been edited

Was this comment helpful to you?

Sample screen from Online Parliament (courtesy of CivicEvolution.org)



**TITLE:**

Citizen Councilor Network and Countywide Community Forums

**AWARD CATEGORY:**

Project of the Year

**ORGANIZATION NAME:**

Submitted on behalf of the Forum Foundation, Dick's Drive-In, and the King County Auditor's Office

**NOMINEE'S NAME:**

John Spady, Dick Spady, and Cheryle Broom

**CONTACT INFORMATION:**

Countywide Community Forums  
King County Auditor's Office  
516 Third Avenue, Room W1033  
Seattle, WA 98104-3272  
(206) 296-1633  
Email: [CommunityForums@KingCounty.gov](mailto:CommunityForums@KingCounty.gov)  
<http://CommunityForums.org>

**2 PARTICIPANT REFERENCES:**

DeAnna Martin  
Citizen Councilor & Forum Host  
(206) 459-8429 or [deanna@wisedemocracy.org](mailto:deanna@wisedemocracy.org)

Councilmember Larry Gossett  
King County Council, District 2  
(206) 296-1002 or [larry.gossett@kingcounty.gov](mailto:larry.gossett@kingcounty.gov)

**3 PUBLICATIONS TO NOTIFY:**

The Seattle Times  
PO Box 70, Seattle, WA 98111  
Newsroom: (206) 464-2200, Newsroom fax: (206) 464-2261

The Seattle Weekly  
1008 Western Ave., Suite 300, Seattle, WA 98104  
Phone: 206-623-0500, Fax: 206-467-4338

Puget Sound Business Journal  
801 Second Ave., Suite 210, Seattle, WA 98104  
Phone: 206-876-5500, Fax: 206-447-8510  
Email: [seattle@bizjournals.com](mailto:seattle@bizjournals.com)

<b>Title</b>	Citizen Councilor Network and Countywide Community Forums
<b>Organizing Group</b>	The Forum Foundation
<b>Location</b>	The greater-Seattle area of King County, WA, population >1.85 million
<b>Key Question/ Problem</b>	This project address the “problem of scale” when trying to increase civic engagement in the deliberative system of King County government
<b>Sample Methods</b>	Web-based and face-to-face environments where citizens find and organize meetings, review non-partisan background information, listen respectfully and talk to one another about important regional issues, then complete specialized Opinionnaire® surveys, and access the same reports generated for government and media; process utilizes educational town halls with issue experts recorded for wide dissemination; networks of small group meetings hosted by ordinary people in their homes or other public places; and coordinated feedback tools to record and analyze all participant opinions.
<b>Results</b>	Measures opinions of participants not normally participating in traditional “public meetings”; a replicable and scalable social infrastructure for continued regional dialogue.
<b>Impact Level</b>	Regional and county wide
<b>Timeframe</b>	3 or 4 times a year; each participation cycle is open for about 30 days; each cycle takes about 2-3 months to prepare and execute
<b>People Engaged</b>	Whoever wants to participate can participate. Issues drive participant interest. Round 1 (transportation) had 549 participants; Round 2 (budget) had 406 participants; Round 3 (values and priorities of government) is ongoing at this time.
<b>Web Link</b>	<a href="http://CommunityForums.org">http://CommunityForums.org</a> <a href="http://KingCounty.gov/operations/auditor/CommunityForums/topics">http://KingCounty.gov/operations/auditor/CommunityForums/topics</a>

### The Problem and Challenge

King County covers a large geographic area, including two of Washington’s largest cities as well as remote, rural, and unincorporated areas. King County government has traditionally relied on large public meetings to hear from concerned citizens on the issues over which they are deliberating. Interest groups that can turn out organized voices in large numbers for their cause can, at times, overwhelm the voices of other well meaning and thoughtful individuals with other opinions. While some people are vocal in their opinions, large meetings inhibit many others from speaking up and expressing themselves effectively. Meetings are held at times and places that often make it difficult for people who already have previous commitments to attend. A few public meetings attracting the most committed and organized voices — but what about the rest of us? In effect, large public meetings are increasingly less effective at meeting their purpose of allowing elected officials to deepen their understanding of the views and wishes of all those they represent.

Faced with all the dynamics of these large public meetings and due to many factors, such as distance and the intimidation that many individuals feel in a large meeting environment which impacts their ability to thoughtfully contribute and feel they have been heard, King County voters petitioned for the adoption of Initiative 24 (<http://EasyCitizenInvolvement.com>) and subsequently the King County Council unanimously adopted the Citizen Councilor Network and its



"Countywide Community Forums" process in September, 2007, to augment its other forms of public participation.

The Countywide Community Forums are a network of official, volunteer, "Citizen Councilors" who engage in dialogue on topics of public importance. Topics are periodically identified by the King County Auditor based on feedback from an advisory citizen councilor steering committee comprised of representatives from the offices of county and city elected officials, institutions of higher education, tribal entities, and others invited by the auditor. The program receives no tax dollars and is funded by voluntary donations from civic-minded individuals, organizations, and foundations. The first two years of funding has been underwritten by Dick's Drive-In Restaurants (<http://DicksDriveIn.com>), a locally-owned business committed to the community, and the Spady Family. It is coordinated and overseen through the King County Auditor's office. Anyone who lives or works in King County can register as a "Citizen Councilor." Citizen Councilors meet in small groups hosted by fellow Citizen Councilors all over the county. They receive a brief background on a topic, dialogue with one another, and complete a survey to record and share their opinions with the King County Council, relevant government agencies, and the public at large.

### **The Role of Public Participation**

The Countywide Community Forums process was established initially through an initiative of the people. Over 80,000 people signed a petition to have the process placed on the ballot in 2007. The King County Council unanimously approved the adoption of the process in lieu of putting it to a vote. From the outset the Council and citizens have shown broad support for its establishment.

The King County Council, through the office of the King County Auditor, began this project with a view of public participation centered largely in the "inform" and "consult" stages of the IAP2 spectrum. As the project has progressed however they are seeing the benefits of building trust in the upper levels of the IAP2 spectrum. Results of the first two forum series are producing collaborative outcomes, for example in the most recently completed Round 2 (about the King County budget) people's comments in the surveys suggested that Citizen Councilors would be willing to talk about the issue of establishing a strictly limited income tax to help close the County's budget deficit. The Citizen Councilor Coordinator (and not the county itself) took those comments from Citizen Councilors and added follow-up questions to the current Round 3 to ask Citizen Councilors for further feedback on the idea. This collaborative give and take will continue to evolve. The Countywide Community Forums process is an evolving and structured collaboration into the way the King County Council and County agencies can better engage in open governance.

The Forum Foundation has a long-standing history of bringing innovative, social technologies to organizations and communities seeking to create cultures of shared leadership and continuous feedback. The Forum Foundation provides the technological support for the Countywide Community Forums to operate. To quote the Forum Foundation's founder, Dick Spady,

*"The adoption of new administrative philosophy and processes by those who govern and are the administrators of public and private organizations and institutions can provide organizational members and constituents the opportunity to participate viably and contribute their 'leadership' to the planning processes affecting them. Such participation holds the key to the release of a fabulous amount of human creativity and energy, for 'leadership', like creativity, is a quality that infuses all people from the highest to the*

*lowest in an organization, and from the older to the younger in a society — it is not a quality reserved only for the titular heads of organizations or society. This energy is capable of lifting our society and others to unparalleled achievements in an increasingly complex and interdependent world. One essential result of such viable participation by people in their organizations will be a strengthening of the 'authority' flowing to titular leaders from their constituents and colleagues enabling them to make decisions [that] will be accepted with a minimum of organizational resistance and tension. This will result in increased organizational and societal effectiveness and efficiency." [From "A New View of Authority and the Administrative Process" 1995]*

Dick's Drive-In (with Dick Spady as the last of the original partners) has been serving Seattle-area customers for almost 50 years. Its intent is to treat its employees and suppliers fairly and then help the broader community in whatever way it can. They do this by offering the best pay and benefits of any traditional "fast food" organization (including health care and tuition assistance for employees attending college), and they operate a program called, "Change for Charity," which allows customers to drop their extra change in containers at service counters. This change amounts to thousands of dollars being donated quarterly to local nonprofit groups serving the homeless, women who have been victims of violence, and programs that help people live self-sufficient lives. They also "take care of the community" by committing to fully underwrite the Countywide Community Forums process for all of 2008 and 2009.

Both the Forum Foundation and Dick's Drive-In view public participation as critical to a healthy, sustainable democracy. They are effectively helping others achieve the "empower" level of public participation as it is defined in the IAP2 spectrum.

### **Public Participation Methods**

Countywide Community Forums (CCF) is an innovative program of King County designed to increase public participation and input on important issues facing the region. The goal is a user-friendly democracy – giving people an easier format in which to share their opinions with elected officials while providing those same officials with quantifiable measurements of those opinions.

What CCF does:

- **It Engages:** King County public officials want to know what people think about issues. While random sample surveys can also provide these answers, they do not address the emotional need of people to contribute their opinions earlier in the decision making processes that will eventually impact them directly. Forums are offered 3 to 4 times a year during a 30-day participation window. Individuals choose the time and place most convenient for themselves. Whether it is a living room, a workplace or a public space, forums are designed to be convenient gathering spots. Time at a forum is spent covering topics that are relevant to public policy and of interest to the people of King County.
- **It Self-Educates:** Forum participants review background materials and view a video that presents diverse opinions from community leaders. After viewing the video, participants deliberate among themselves, learning from each other's experiences in a way that helps them process and deepen their own views and values.
- **It Informs public officials:** Participants fill out a detailed survey on a selected topic. The surveys are compiled into a report that is published on the King County website and presented to the King County Council, the public, and to the media.

Specific public participation methods involved in the process have been:

#### A Citizen Initiative

The CCF process began with a citizen initiative signed by over 80,000 King County citizens asking King County to implement the Citizen Councilor network. The Council unanimously approved its adoption.

#### King County Auditor & Steering Committee

The King County Auditor's office provides oversight to the program, including facilitating a steering committee that gives direction to the topics to be addressed in each forum cycle. The steering committee is appointed by the Auditor and has to include representatives from the offices of elected officials, local colleges and universities, tribal entities, and community-based organizations that have 250 or more participating members. The steering committee also promotes awareness among community leaders about the program and the results of each forum while encouraging public participation and assuring that "the voice of the Citizen Councilors" is being communicated and considered widely by decision-makers of all types.

#### Organizational Collaborators

There are about 30 organizations that have joined in support of the CCF process. They provide support in the form of encouraging their members to participate as Citizen Councilors and raising awareness about the program. Persons who sign up to participate as Citizen Councilors can indicate their affiliation with the collaborating organization during registration. This enables collaborating organizations to generate reports of their members' survey responses at the close of each round and extends the valuable role of public participation to the governance of local community-based organizations. Current organizational collaborators include (among others) local Rotary Clubs, the Seattle District United Methodist Church, KIRO & KVI news radio listeners, the Seattle and King County Public Libraries, and the local chapter of the Sierra Club.

#### Web 2.0 Interactive Technology

The website [CommunityForums.org](http://CommunityForums.org) is a technology-based portal enabling forum participants to register and self-organize. Ordinary people who live or work in King County can register to become official, volunteer, "Citizen Councilors" for the county and partake in the forum process as participants and hosts. Web 2.0 tools, such as Google Maps, help people locate and join meetings near them during each forum round. Hosts can post and advertise their meetings to Citizen Councilors. Educational materials are made available to Citizen Councilors via the website. And, Opinionnaire® surveys can be completed on paper or online. Citizen Councilors use a "Community Chat" room to share their own ideas, photos, and video related to each round and continue the conversation. In addition, anonymous survey results can be independently generated and reviewed by the public. The Auditor's office also uses their official website to officially report the results of each round with Citizen Councilors, county agencies and committees, the King County Council, and the general public media.

#### Citizen Councilors & Hosts

Anyone who lives or works in King County can sign up to become a "Citizen Councilor." Once they have signed up they have a responsibility to participate in the forum process by attending a meeting, or watching and reading the educational background materials provided on the website, and completing an anonymous survey to share their opinions about the topic being explored. Every three months or so a new forum process takes place with a particular topic. Sometimes the topic in one round builds on the opinions shared in the last round. Any Citizen Councilor can also be a host. This means they identify a location, either their home or a publicly accessible location, where they take responsibility for helping a small group of councilors

participate in the process. They provide participants with background materials authorized by the Auditor's office, show a video with background information on the topic, encourage the dialogue among a small group of councilors, and assure that the councilors complete their survey and all surveys are properly submitted to the Auditor's office. Currently there are over 1700 people actively registered as Citizen Councilors. Over 200 councilors have designated themselves as willing to host other councilors. Councilors also suggest topics and issues for future rounds. All feedback is tabulated by the Auditor's office and shared with the Steering Committee to help influence future topics and issues.

#### Educational Town Hall Meetings & Production of a Video

Each round of the forum process has a specific topic. A short 20-minute video is prepared for each round on the identified topic. It is produced from footage taken at a panel discussion hosted by the local Seattle public television station ([KCTS9.org](http://KCTS9.org)). A panel of diverse, local experts, including elected officials and agencies involved in the issue, share their perspectives on the topic. Audience members ask questions and interact directly the panel. The Auditor's office provides a link to the final edited video that is hosted on the website of KCTS9.org. The video is distributed to all hosts on a DVD and helps frame the dialogue for Councilors as they reflect on the topic before contributing their opinions back through the Opinionnaire® survey.

#### Face-to-Face, Small Group Meetings of 4-12 people

Once a topic is selected and the video and supporting materials are put together, the Citizen Councilor network is activated to self-organize small group meetings where they dialogue about the topic before completing the survey and sharing their anonymous opinions. The process is simple and consists basically of the host welcoming everyone, outlining the process steps and guidelines, sharing the 20-minute video, then each person is given a few minutes for their "day in the sun" to speak their hearts and minds on the issue. This is followed by open discussion until people are finished. In the final stage of the meeting, participants complete a pre-designed, anonymous survey on the topic. These are collected by the host and returned to the Auditor for tabulation. Many participants report that their thoughts and feelings expand to include more viewpoints as they engage in dialogue, and that their survey answers more fully reflect that deeper insight.

#### Opinionnaire® Surveys

The Forum Foundation provides their Fast Forum® groupware technique using an "Opinionnaire®" and "Viewspaper®" to assist elected officials in "talking" symbolically with constituents and for them to "talk" back. With this tool Countywide Community Forums can create, manage, and administer an environment that allows numerous and geographically separated small groups of people to review resources, talk together, and respond (online or on paper) to questions about any issue. Demographic reports show degrees of "polarization and consensus" among all the participants as well as comments that were made pertaining to why people answered the way they did, things they thought were missing or should be included next time, or anything they feel is important to comment on about the process. These reports and the insights they highlight are provided back to all participants, to Council members, county agencies, community leaders, and community-based organizations and used to illuminate additional dialogue together.

#### Report Generation & Sharing

Reports generated from the surveys are presented to King County Council, relevant Council Committees and county agencies, the Steering Committee, and the Citizen Councilor network. Press releases are distributed to local media outlets. In addition, any one can log in to the website and reproduce their own reports from the anonymous survey data.

**Uniqueness of the Project**

Countywide Community Forums have evolved from years of Forum Foundation work in many types of communities. King County is the first government body that has taken it on as an ongoing way to engage in dialogue with citizens about important issues the county faces. The combination of social media technology; face-to-face small group meetings; and the Opinionnaire® survey tool is a completely unique approach to engaging in large-scale distributed dialogue.

**Project Results**

Two rounds of the CCF process have been completed in the first year of the program. Round One explored the topic of Transportation. Round Two explored the topic of King County's Budget Priorities. Round Three, which completes by the end of June, is exploring the values and performance of King County government. Ideas, insights, and opinions have been shared with King County Council from Rounds One and Two. King County Council Members are increasingly aware of the potential of the CCF program to conduct outreach to the public and receive thoughtful and useful feedback. They are moving up the IAP2 spectrum of public participation to embrace the "collaborate" level of involvement from citizens.

**Alignment with Core Values**

This year's theme of the Core Values Award is "making sustainable decisions." The Countywide Community Forum process is about building new social structures of public participation into King County governance. It is sustainable and scaleable and can be activated whenever the Council or other agencies seek public opinions on important issues. It creates an ongoing feedback mechanism for the County's elected officials to engage in symbolic dialogue with thousands of citizens. Rather than one-off opinion sharing from individuals motivated to provide it, Citizen Councilors are meeting together, thinking about the issues the county is facing, and deepening their perspectives through common dialogue. Decision makers get feedback that represents a complete picture of the opinions of all participants.

Those affected by decisions at the "back end" are being involved at the "front end" of the decision-making process; they are being informed with unbiased educational materials on issues the county is facing, and are presented with different perspectives on the issues; helping decision makers identify policy options; and providing thoughtful reflection on proposed policy changes. Decision makers are hearing what citizens have to say and asking for more. Each round offers another opportunity to reflect on the last round so that decision makers and citizens are co-creating the solutions we seek. All along the way, participants and decision makers are in constant communication, including in shaping how the process is designed – from the topics that are put forth, to the meeting formats, to the results that are produced. To this end, CCF creates a living embodiment of the IAP2 Core Values within county government – an embodiment that can be easily replicated for other communities.



**Selected Web Links:**

Orientation Video about Countywide Community Forums:

<http://www.canyons.com/KCCF/Orientation/KCCF.swf>

Round 2 topic video from town hall about the King County budget in front of a live studio audience of registered Citizen Councilors:

<http://www.kcts9.org/video/countywide-community-forums>

All Topics to date and supporting reports on the King County Auditor's website:

<http://KingCounty.gov/operations/auditor/CommunityForums/topics>

Direct public generation of Round 2 reports:

<https://opn.forumfoundation.org/analyzerlogin.php?key=BudgetOpinions2009>

IAP2 article published in December, 2008 about Civic Engagement in Seattle:

[http://www.iap2.org/associations/4748/files/08December\\_eNewsCivicEngagementinSeattle.pdf](http://www.iap2.org/associations/4748/files/08December_eNewsCivicEngagementinSeattle.pdf)

Media video of a Citizen Councilor meeting in process:

<http://vimeo.com/3444957>



*John Spady and  
Chantal Stevens  
present Round 2  
results to King  
County's Budget  
Committee*



*Dick Spady  
Founder of Dick's Drive-In & the CCF Process*



*Cheryle Broom  
King County Auditor*





## Dauphin Island (AL) Strategic Planning for Sustainability

("The facilitation design PROCESS of a planning dialogue supersedes the PRODUCT of the dialogue in importance because without large and enthusiastic public participation the product defies implementation." *Warren Flint*)

Project of the Year Award

Town of Dauphin Island (AL)

R. Warren Flint, Ph.D.

### ***Five E's Unlimited***

1906 S. Bennett Dr.  
Seattle, WA 98108

☎ :: 206-749-9755

✉ :: [rwflint@eeeeee.net](mailto:rwflint@eeeeee.net)

🌐 :: <http://www.eeeee.net>

### References:

- Jeffery Collier, Dauphin Island, AL; 251-209-9980; [jwcollier4@hotmail.com](mailto:jwcollier4@hotmail.com)
- Nannette Davidson, Dauphin Island, AL; 251-861-5525;  
[ndavidson@townofdauphinisland.org](mailto:ndavidson@townofdauphinisland.org)
- Carolyn F. Wood, Dauphin Island, AL; 251-861-2215; [cfwood@disl.org](mailto:cfwood@disl.org)

### Publications:

- **Press Register** (newspaper), P.O. Box 2488, Mobile AL 36652-2488; 251-219-5614;  
[sjoynt@press-register.com](mailto:sjoynt@press-register.com); <http://www.al.com/mobile>
- **Sea Briefs** (Sea Grant newsletter), Laura Bowie (Editor), 703 East Beach Drive, Ocean Springs, MS 39564; 228-818-8838; [seabriefs@masgc.org](mailto:seabriefs@masgc.org);  
<http://www.masgc.org/sbonline/spring09/index.htm>
- **International Society of Sustainability Professionals** (ISSP newsletter), Darcy Hitchcock (Editor), 2515 NE 17th Ave Suite 300, Portland, OR 97212-4239; 503-288-7704;  
[dhitchcock@sustainabilityprofessionals.org](mailto:dhitchcock@sustainabilityprofessionals.org); <http://sustainabilityprofessionals.org>
- **The Seattle Times** (newspaper), PO Box 70, Seattle, WA 98111; 206-464-2200;  
[ldickie@seattletimes.com](mailto:ldickie@seattletimes.com); <http://seattletimes.nwsources.com/html/home>



<b>Title</b>	Dauphin Island (AL) Strategic Planning for Sustainability
<b>Organizing Group</b>	Town of Dauphin Island
<b>Location</b>	Dauphin Island, AL; population 2,400
<b>Key Question/Problem</b>	How could the Dauphin Island community reinvent itself in a sustainable way after significant damage from two successive hurricanes? They recognized the need for a holistic approach, involving public participation from the entire community for any final plan to be respected and implemented. A significant challenge for the community came from the fact that four different organizations were responsible for parts of the Town's overall governance.
<b>Sample Methods</b>	Community survey; visioning, goal setting, & SWOT workshops; engaging people where they live, work, play, & pray; pattern mapping to facilitate community-wide brainstorming; GIS-based, web access for "favorite places" mapping; design charrette; community bill board and newsletter; community event outreach.
<b>Results</b>	The application of a variety of facilitation tools (transformative facilitation, TOC, pattern mapping, web-based activities) to engage and cause enthusiasm from many different kinds of stakeholders in public participation practices produced a community-driven strategic plan rather than one developed in isolation and presented by consultants or Town leaders. This plan contained contributions from all participants on short- and long-term actions to support a re-balancing of the Town's tax base from one dominated by expensive beach rental home income taxes to a more diverse small business economy that minimized rural economic leakage from the Town and emphasized its cultural heritage while protecting environmental resources. The majority believed these steps were needed for community sustainability and resilience. Public support for many of these action strategies was presumed because the public participation processes of this strategic planning effort afforded the opportunity for community-wide buy-in.
<b>Impact Level</b>	Rural town and surrounding metropolitan center (Mobile) and county
<b>Time Frame</b>	10 months
<b>People Engaged</b>	Approximately 1,000 citizen stakeholders
<b>Web Link</b>	<a href="http://www.eeeee.net/dauphin_island/dauphinisland.htm">http://www.eeeee.net/dauphin_island/dauphinisland.htm</a>

### The Problem and Challenge

The Town of Dauphin Island (AL) is located on a Gulf of Mexico barrier island. The Island is connected to the Alabama mainland by a three mile high rise bridge and the Fort Morgan peninsula, accessible by ferry. The Town and Island have a rich cultural history of human development that goes back to the early 1800s. Following two successive hurricanes, Ivan in 2004 and Katrina in 2005, both extremely destructive to the Town and its people, Dauphin Island leaders decided to reinvent their community in a sustainable way that would not degrade important natural resources and protect the community's quality of life and cultural heritage. Community leaders showed a willingness to develop a strategic planning approach for sustaining their economic livelihood and environmental relevance involving a public participation process reaching all of the community. Community members saw a real challenge in re-balancing their dominant source of revenue (expensive rental home income taxes) to a more diverse small business community in order to reverse their significant rural economic leakage patterns. They also faced the challenge of uncontrolled growth, encouraged by ill-perceived opportunities from recent hurricane damage, and instead desired to assume better environmental responsibility by regaining their sense of community around the backdrop of a small fishing village, which had been their history.

Another significant challenge for the community came from the fact that four different organizations were responsible for the Town's overall governance: The Town of Dauphin Island (DI); the DI Sewer & Water Authority; the DI Park & Beach Board; and the DI Property Owner's Association. Often these entities worked in isolation from one another, which resulted in significant differences of opinion within the many sectors of the community. In order to encourage a more integrated governance perspective on the future of the Island, leaders came together and posed questions they felt needed to be answered during a community-wide, comprehensive strategic planning process that all four entities would support.

- How can we come together in a common vision of what DI would look like in 30 years?
- How can the Island engage in economic revitalization, including tourism and business growth, in ways that are environmentally sensitive and hurricane resistant?
- How can DI maintain and improve housing diversity so that work force and other affordable housing will be available?
- How can the Town improve/expand its arts/community/recreational opportunities and access to the water?
- How can the Island advance provision for social/community services?
- How can we work both independently and interdependently to better coordinate governing activities, financing activities, and organizational capacity of current multiple entities?

The importance of this strategic planning opportunity to the community was obvious from its recent economic decline. But the chance to solve many of its problems in a holistic context was also important to the entire region with regard to the Island continuing to serve as a storm buffer protecting the mainland from storms and providing a recreational area – still in its natural conditions – to residents of Mobile County, the State of Alabama, and beyond.

**The Role of Public Participation** – Dauphin Island stakeholders desired to take charge of their own destiny toward designing means to secure a resilient and sustainable future after destruction from two hurricanes. The Town sought assistance from Warren Flint and **Five E's Unlimited** in conducting a 10-month project (January – October, 2007) designed to address the needs of the community concerning forms of public participation, diversity of different stakeholder types, and unique circumstances from living on a barrier island. Our facilitation design inspired approximately 1,000 stakeholders to engage (through surveys, workshops,

Internet programming, personal conversations, newsletters, civic events, etc.) in a transparent, all-inclusive public consultation process intended to culminate in a community initiated, driven, and concluded strategic plan on sustainable development programs that would improve the well-being of all residents ([http://www.eeeee.net/dauphin\\_island/dauphinisland.htm](http://www.eeeee.net/dauphin_island/dauphinisland.htm)).

For such a small geographic setting, the Dauphin Island community comprised a diverse array of different stakeholders that included: multi-generational watermen/fishermen, long-standing residents (several generations) wanting a quite piece of paradise, business people, wealthy part-year residents owning large Island west end beach houses, retirees, university faculty and staff, developers, people in the low-income workforce, and government officials. In the beginning many stakeholders chose not to participate because of the multiple governance structure and the fact they felt that traditionally they did not have much voice in government decisions on the Island. Members of some groups initially participated simply to interrupt the consultation process or promote their private agenda. The Initial Public Briefing for the project was attended by more than 200 stakeholders. Most had never participated in a public participation process and felt it was a waste of their time. Initial interest was primarily limited to the project Steering Committee and some from the university and government sectors.

**Public Participation Methods** – Oversight of strategic planning was carried out by a 23-member Steering Committee consisting of representatives from each of the major stakeholder groups in the community and the four governance entities. In the project-initiation Design Meeting between this Steering Committee and The Facilitation Team (**Five E's Unlimited**) committee input and guidance was sought in how best to design the public participation activities to gain maximum stakeholder input. The result was a project design that allowed for the validation of effective community-based resource evaluation processes through a strategic public consultation practice designed to meet the specific needs of the community in order for them to more readily engage. The resulting public participation activities were planned to:

- identify stakeholders, constituencies, and special interests;
- draw-out people's attitudes, perceptions, and values;
- engage stakeholders in a facilitated, consensus-building process;
- evaluate similar, agreed upon goals and commonly-developed alternatives; and
- promote effective advocacy.

To overcome initial lack of stakeholder interest in public participation, the Facilitation Team became “threads in the fabric of the community” engaging people where they worked, lived, played, and prayed. We talked with people in coffee shops and restaurants, approached people on the beaches, went to local businesses, canvassed residential neighborhoods, and attended breakfast gatherings after Sunday church services. This additional public outreach resulted in (1) attraction of well over 50% of all full-time residents and 2) more formative, later stages of the public consultation process involving a large cross-section of representatives from all stakeholder groups at strategic planning workshops. Besides our individual and small group dialogues with stakeholders, we conducted a mail-distributed and Internet-accessible survey form (with more than 40% return rate) and set-up exhibit booths at several public gathering functions (e.g., Dauphin Island Days). The Town also put-up an information posting board at the entrance to Dauphin Island that promoted specific events and survey results.

The 10-month project included a wide range of public participation processes (i.e., visioning, goal setting, SWOT analysis, futuring, etc.) to guarantee public participation would be transparent, consensual, and inclusive through the application of private, non-judgmental, non-coercive **transformative facilitation**. Our transformative facilitation methods were built around the foundation of Technology of Participation (TOP) processes that shaped public gathering

agenda around objective, reflective, interpretive, and decisional questions. And these methods included Appreciative Inquiry (AI) techniques that encouraged participants to become change agents in the community by empowering the individual while engendering a collective experience of resolving shared problems according to the group's self-defined values.

Pattern mapping was employed as a form of group brainstorming in the public participation practice, identifying key issue drivers and impacts. This tool created a climate of collaboration among stakeholders, generating a common reference point of shared perspectives, validating all points of view (each person's reality), and enabling a full appreciation for the complexity of issues, so they could work toward a shared solution or common vision of a possible future. The outcome of these public consultation efforts was the elaboration of a "system" that identified potential opportunities for change through collective thinking to achieve a more sound solutions to problems impeding sustainability. Another form of public participation we employed that proved to be very successful and enthusiastically accessed by many stakeholders was a GIS-based, Internet accessible "Favorite Places" mapping activity. Stakeholder input (more than 500 "hits") to this activity provided a better understanding for community values and stakeholder-perceived assets than any traditional dialogue process could.

To encourage maximum contribution of ideas from the public and provide them with a means of seeing the totality of their work produced in the final products of the project a community Design Charrette was conducted to enhance community-wide decision-making. The Charrette brought together 15 resource people with a 3-day total attendance of more than 200 stakeholders. During this public consultation stakeholders worked at physically "re-designing" the different parts of the community that when changed would move them closer to their shared vision. The Charrette exemplified the project's objective of being "community-driven" rather than developed in isolation and presented by consultants or Town leaders. Fulfilling this mandate demanded experience and ingenuity from the Facilitation Team and support from the Steering Committee to determine a number of different ways in which the public could be engaged.

**Uniqueness of the Project** – The project provided the platform to employ conventional, as well as new and cutting-edge tools, to enhance public participation in sustainable community strategic planning. Although this in itself was special, the foresight of the Town in calling for a strategic planning activity was also special to our Team because it allowed for expression of our own innovation and creativity. Traditionally, strategic planning is carried out by a team of consultants, experts, staff, and/or elected officials that seek public input only through "public hearings." Officials acknowledged that they believed because of the complex and unique aspects of wanting to build a more sustainable, resilient community, presently at significant risk from natural disasters and environmental degradation, they needed a majority of community buy-in that could only be achieved through an inclusive, transparent public involvement process.

Our application of particular public participation tools helped to overcome a huge problem in projects of this type – adequate participation by citizens. The project achieved an unprecedented number of stakeholder participants over its life, which included more than 50% participation by all sectors of the public. This case history also offered an excellent example of employing effective public participation tools that are replicable. Transformative Facilitation coupled with TOP processes was used throughout to encourage public input. Pattern Mapping also made the project unique and innovative with regards to effective, better-informed participation. The web-based "Favorite Places" mapping was not only innovative but provided unique data on community values and assets. Stakeholder thinking along the lines of "capitals" value through the use of the Community Capitals Framework was appealing to the public and application of the "spiraling capital assets" model to better understand their opportunities for

resiliency not only better informed their discussions but improved their participation because the process was more relevant to their lives than other experiences they had in public participation.

**Project Results** – The amount of public participation definitely improved the decisions made during the Design Charrette, where a number of strategic actions (*i.e.*, walking through time path, working waterfront advancement, low-impact development strategies, beach access, etc.) gained a foothold and have had work begun on them that would not even been identified if the process was limited in scope and conducted in the absence of expression for community-wide values. For example, the Dauphin Island Mayor wrote in September 2008: “Warren: Things are going well on Dauphin Island. We purchased property on Bienville Blvd and will be opening a new public beach there soon. The same day we will open our new 'green park' which will be a pedestrian park with picnic tables and a gazebo for people to bird watch, have lunch, or read a book. The century year old oaks now can be readily seen and enjoyed by all. We are also poised to purchase properties on Aloe Bay as part of our 'downtown business district & working waterfront' effort. We are nearly finished with our new building at Billy Goat Hole. All we have to do now is keep the hurricanes away and the Island should regroup in a short while. We have several new businesses that have opened in the past 3-4 months including two restaurants, a kayak rental and a florist/gift shop. See what you and Five E’s have started!”

The public participation practices employed helped all people contribute to their achieving a more resilient and sustainable community. This project was an excellent example of building capacity through vision and leadership that emanated from the entire community and not just its officials. The Strategic Action Plan ([http://www.eeeee.net/dauphin\\_island/di\\_final\\_report.htm](http://www.eeeee.net/dauphin_island/di_final_report.htm)) called for re-balancing the tax base dominated by expensive beach rental home income taxes to a more diverse small business economy that emphasized the cultural heritage of the Town and protected environmental resources. The final report also recommended and provided rationale for action strategies over the short- and long-term that would (a) decrease greenhouse gas emissions, (b) promote sound economic strategies to support community financial viability, (c) encourage strategies of low-impact development (LID), (d) promote community-wide affordable housing and consuming of goods and services, (e) identify additional conservation-based development strategies, (f) define steps to preserve the community’s historic culture, and (g) develop other socio-economic tactics that could address community core values. Public support for many of these action strategies is presumed because the public participation processes of this strategic planning effort afforded the opportunity for community-wide buy-in.

**Alignment with Core Values** – Strategic planning looks for synergy (*i.e.*, co-action, harmony) among people and actions that cause major changes in the community/organization. Through its inclusive, transparent public participation process that not only encouraged the expert-way-of-knowing but also emphasized the public-way-of-knowing, Dauphin Island strategic planning sought (1) the community’s deep and extensive science-based understanding, communicated effectively to participants and stakeholders in a way that inspired vision and action, in order to (2) inform a thoroughly community-based and community-driven process of deliberation and decision making, where all stakeholders were encouraged to participate, whose outcomes were expressed in (3) a solid, comprehensive, implementable Strategic Plan fulfilling all best-practice planning and statutory requirements, that would be a model for community-wide change management that effectively guided the Town toward a successful, resiliently enduring future.

#### IAP2 Core Values for the Practice of Public Participation

***Those affected by a decision have a right to be involved in the decision-making process.***

The leaders that promoted this strategic planning effort wanted all affected people engaged.

The Facilitation Team, in collaboration with the project Steering Committee, designed a number

of different public participation opportunities for all people to be involved, irrespective of their comfort, ability to contribute, and/or time availability.

***Promise that the public's contribution will influence the decision: provide participants with the information they need.*** As promised by the Steering Committee at project initiation, through effective public participation citizens were provided with the information and opportunities necessary to contribute meaningfully in decision-making (citizen engagement), and all affected people were encouraged to take part in policy formulation and implementation of newly designed strategies (responsibility). All public participation processes were begun with a brief overview presentation of the topic background and the work to be done during the activity. Additionally, these presentations always included a summation of pertinent information that supported the present activity's work as derived from previous public consultation activities. At each stage of planning and after every public participation activity, through a project-dedicated web site, the Facilitation Team provided products that demonstrated how the public contributed ([http://www.eeeee.net/dauphin\\_island/dauphinisland.htm](http://www.eeeee.net/dauphin_island/dauphinisland.htm)). A Newsletter to the whole community (*The Town Crier* – May 15, 2007) was distributed and information dissemination done through Dauphin Island Days outreach. In addition, before being posted on the Internet, the Final Strategic Plan was publicly reviewed by anyone interested and all comments considered before final publication.

***Promote sustainable decisions by recognizing and communicating needs and interests of all participants.*** Achieving sustainability is best viewed in the context of a community's core values. The public participation activities conducted during this project and the tools employed in these activities allowed all participants to express their core values, conceptually understand the interconnectedness of issues they believed were important, and recognize how the choices (decisions) they made regarding those issues could result in unintended consequences, thus better informing them in their many contributions to the planning process.

***Seek out and facilitate the involvement of those potentially affected.*** The diversity of design in public participation activities guaranteed we would reach most, if not all affected people in the community. We sought people where they work, live, play, and pray and we developed group gathering activities that not only were perceived as valuable in content, but also were thought to be “fun,” which enhanced enthusiasm for public engagement.

***Seek input from participants in designing how they participate.*** All public participation practices designed for the Dauphin Island project were reviewed by the 23-member Steering Committee before they were conducted. The community representative's suggested changes, if not in conflict with the technical intent of the process, were always incorporated.

***Communicate to participants how their input affected the decision.*** The spirit of full public participation was always evident during the planning process, which we believe resulted in such a large proportion of the overall community engagement. The different participation events regularly made time for the group to reflect on the significance of their work. These reflective periods promoted clear conclusions regarding decisions made and ensured objective documentation of the group's work for every participant, thereby paving the way for implementation of their ideas. And those who participated in the final activity of the Design Charrette saw their ideas “repeated” to them in the publication of the final plan. On behalf of the entire community, the Steering Committee expressed their gratitude to the Facilitation Team for honoring the ideas of all public participants in the way the final plan was published.



Photo #1 – Strategic Planning project dissemination and outreach at Dauphin Island Days event.

Photo #2 – Demonstration of public participation during the Dauphin Island Strategic Planning project.

Photo #3 – Enhancing information dissemination and public participation through the Dauphin Island information posting board at the entry to Town.







## Project of the Year

**Organisation Name:** ERM Southern Africa (Pty) Ltd

**Nominee's Name:** Cape Town Station Revitalisation Planning Process

**Contact Information:**

ERM Southern Africa (Pty) Ltd

Tel: +27 (21) 702 9100  
Mobile: +27 84 888 0029  
Email: [lisa.vandongen@erm.com](mailto:lisa.vandongen@erm.com)  
Address: Postnet Suite 90  
Private Bag X12  
Tokai  
7966

**Participant Referees:**

Pierre Cronje  
Intersite Property Management Services  
Project Manager for Project

Tel: +27 (21) 419 5453  
Mobile: +27 83 703 8441  
Email: [Pcronje@Intersite.co.za](mailto:Pcronje@Intersite.co.za)  
Address: PO Box 1039  
Cape Town  
8000

Khalied Jacobs  
Jakupa Architects and Urban Designers  
Technical Team Member: Lead Urban Design

Tel: +27 (21) 462 1824  
Mobile: +27 83 408 3174  
Email: [khalied@jakupa.co.za](mailto:khalied@jakupa.co.za)  
Address: 103 Buitenkant Street  
Lower Gardens  
Cape Town  
8001

**Publication of Choice:**

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Address: PO Box 56  
Cape Town  
8000

*Engineering Weekly*  
Tel: +27 (11) 622 3744  
Email: [newsdesk@engineeringnews.co.za](mailto:newsdesk@engineeringnews.co.za)  
Address: PO Box 75316  
Garden View  
2047

## Case Study Summary

The table below provides an outline of the case study being nominated for the 'Project of the Year' award:

### Case Study Summary Table:

<b>Title</b>	<b>Cape Town Station Revitalisation Planning Process</b>
<b>Organising Group</b>	ERM Southern Africa (Pty) Ltd
<b>Location</b>	South Africa, Cape Town
<b>Key Question / Problem</b>	The facilitation of a participatory planning process for the revitalisation of the Cape Town train station, where required changes are both spatial and non-spatial. This in the context of historically and socially fraught relationships.
<b>Sample Methods</b>	The following methods were employed: Public meetings; Open house events; Negotiations; Workshops including scenario planning and visioning workshops; Briefing sessions; Forum meetings; Pamphlets; On-site communications; Media interventions; Newsletters; Text messages; Letters; Emails; and Faxes.
<b>Results</b>	Conceptual layout, detailed design and implementation plans generated collaboratively and finalised in consultation with stakeholders. In addition, there was: capacity building; relationship building; the democratisation of both the facility and the community utilising the facility; and the establishment and entrenchment of a participatory culture.
<b>Impact Level</b>	The planning process was a public one. The proposed changes to the station were likely to affect stakeholders to different degrees, where there were impacts on the livelihoods of certain operators on the local precinct, as well as metropolitan-wide impacts on the broader commuter public.
<b>Time Frame</b>	20 months
<b>People Engaged</b>	About 2000 registered stakeholders, including the following groups: the proponent; local and provincial authorities; a technical team of consultants; transport operators; formal tenants and informal traders; special interest groups; commuters; and the broader public.
<b>Web Link</b>	Copy and paste the following into the address bar of the Windows Explorer: <a href="ftp://ermftp0079086010609:daeae7buojae@emeaftp.erm.com">ftp://ermftp0079086010609:daeae7buojae@emeaftp.erm.com</a>  NOTE: Use Windows Explorer and NOT Internet Explorer

## Content of the Award Submission

### The Problem and Challenge

#### *The Problem*

- **The Project:** ERM, supported by Bergstan South Africa, facilitated a participatory planning process designed to involve a very diverse set of publics in the conceptualisation, design and implementation of a revitalised Cape Town train station. The project sought to transform the station spatially, through changes to the infrastructure of the facility, and non-spatially, through changes to the management and use of the facility. The objective of the intervention was to improve the operational efficiency, safety and security, information management, sustainability, accessibility and overall aesthetic of the station. The purpose of the planning process was to involve those affected by the development in the visioning for, conceptual and detailed design of, and implementation planning around, the transformed station.

The significance of the project can be understood with a view to its context:

- **Historical Context:** The station was as an active political tool during the apartheid era, designed to segregate and manipulate the way different racial groups moved through the city. Since the end of apartheid, the train station has become an important hub of both transport and economic activity. Yet, the racist logic of the facility continues to exert an influence on activities in and movement through the space. There is broad acceptance that the station has become somewhat obsolete in post-apartheid South Africa and is in desperate need of revitalisation.
- **Social Context:** The station is important to an extremely diverse group – ranging from the highest levels of political leadership in the City and Province, through to captains of industry, workers in the city and commuters generally. In addition, previously marginalised groups now claim a stake in the station through informal trading and semi-formalised transport operations, as in the case of mini-bus taxi operations.

#### *The Challenge*

The primary objective of the project was to run a participatory planning process to allow the public to meaningfully contribute in the making of sustainable decisions for a revitalised facility. There were many challenges for this process to overcome, including:

- **The Diversity of Publics:** A diverse set of publics were potentially affected by the development including the proponent, authorities, transport operators, commuters, formal and informal traders and other organisations with special interests in transport, the environment and the development of the city. The spectrum of differences that needed to be contended with in the process spanned across nationalities, cultures, classes and languages. It also highlighted important educational and capacity differences. Several of the stakeholders were highly dependent groups who have traditionally not had access to decision making authorities yet who have also found their livelihoods more fundamentally affected by the change.
- **History of Marginalisation and Conflict:** The above-mentioned diversity has sparked conflict between and amongst stakeholders. For instance, there is a history of racist, sexist and xenophobic practices amongst the informal trading community, in addition to accounts of resistance and conflict between traders and authorities. Moreover, the more dependant sets of stakeholders have traditionally been marginalised in such development processes.

- **Vested Interests and the Tragedy of the Commons:** Many of the publics involved in the process had clear and vested interests in the outcome of the process due to the importance of the facility on their livelihoods. These vested interests were, at times, in conflict with the interests of the much wider set of commuters and citizens. Yet these broader publics are often underrepresented and, consequently, neglected in such planning processes.
- **Two Different Planning Horizons:** Following the initial visioning phase of the process, a need to conduct both long term and short term interventions emerged. Planning is consequently being undertaken for two time frames, one for an interim facility with a five year lifespan, and one for a new facility with a 40 – 100 year life span. While the planning needs to be integrated, there is also a need to keep the two interventions discrete in order to achieve the short term deliverable of having the station ready and operationally efficient for the upcoming FIFA 2010 soccer World Cup.
- **Time Constraints and Parallel Planning Processes:** A time constraint was imposed on the short term intervention, where delivery was associated with country-wide cut off dates associated with the holding of the 2010 FIFA World Cup in South Africa in the middle of 2010. This time constraint necessitated that a technical planning process be conducted in parallel with the participatory planning process. The challenge was to align these processes and ensure that the credibility of the participatory planning process be retained through ensuring public involvement in the generating and finalising of technical plans.

### The Role of Public Participation

The planning process was fundamentally conceived as a participatory exercise, where the role of public participation was:

- To include all those interested in, or potentially affected by, the development in decisions around the scope of, designs for, and implementation plans for, a revitalised station;
- To communicate complex information accessibly, thereby allowing for understanding and meaningful engagement;
- To allow for dialogue in the context of both an extreme diversity of culture, language and capacity, and a history of marginalisation and conflict;
- To stimulate creativity about future visions for the facility, both in the long and short term;
- To allow for a deep deliberation on a wide array of issues;
- To facilitate dialogue between interest groups with different paradigms about development and different values;
- To resolve conflict and address vested interests without precluding other stakeholders or ignoring the common interest;
- To build capacity amongst the proponent and stakeholders, for both the planning of, and the future operations of, the new facility; and
- To build sustainable relationships and partnerships between stakeholders, including the proponent.

### Public Participation Methods

The public participation process was undertaken in four broad phases, namely:

- An Initial Visioning and Issues Scoping Phase;
- A Conceptual Planning and Issues Identification Phase;
- A Solutions Generation Phase; and
- An Implementation Planning Phase.

A different approach was adopted to each of the phases and different methods were tailored for each phase.

#### *Visioning and Issue Scoping*

**Phase Description:** In late 2007, scenario planning and visioning workshops were convened with high level publics including the proponent, authorities and the technical team of consultants appointed by the proponent. Subsequent to these sessions, issue scoping meetings were held with the broader publics to introduce the planning process and stimulate dialogue and creativity. This phase established both the character of participation approach and the channels of interaction between the voice of stakeholders and the technical team.

**Methods Used:** Scenario creation; Visioning; Distribution of accessible information through presentations and mailings; One-on-one and small group meetings; Public meetings; Workshops making use of visual group gathering and fairground/carousel techniques.

#### *Issue Identification*

**Phase Description:** A series of technical, conceptual proposals were drafted in response to issues raised during the initial visioning and issue scoping phase. These were tabled in March 2008. The purpose of this phase was to communicate the proposals and to identify issues related to these proposals. This phase was characterised by adopting various approaches to accommodate the diversity of stakeholders.

**Methods Used:** Highly visual and accessibly written information documents in three languages; One-on-one and small group meetings; An interactive Open House event attended by more than 300 people; A multi-media approach to receiving issues through comment forms, email, fax, telephone, text messages, face-to-face interactions, public meetings, and video recordings.

#### *Solutions Generation Phase*

**Phase Description:** The purpose of this phase was to consider alternatives and generate measures to respond to and address issues raised. Negotiations were undertaken with several of the stakeholder groups. This phase was characterised by a wide range of activities which were ultimately narrowed to focus on the interest groups raising the most fundamental issues. Upon finalising the proposals in August 2008, detailed design was enabled.

**Methods Used:** Interest-based dialogue through focus group meetings; An Open House Event; Interest-based negotiations to resolve outstanding issues; Public feedback meeting.

#### *Implementation Planning Phase*

**Phase Description:** Implementation plans were generated through protracted negotiations between stakeholders and the proponent, in both July 2008 and April / May 2009. This phase was characterised by information dissemination and extensive interest-based negotiations. Following the brokering of agreements and the finalisation of implementation plans, construction was enabled.

**Methods Used:** Interest-based negotiations; Communications through weekly newsletters, Onsite communications.

## General

**Description:** Throughout the process, regular interactions have been undertaken with both low-level and high-level government officials. The purpose of these engagements was to align the development within city-wide strategies and to unlock opportunities and synergies.

**Methods Used:** Forum of high-level officials, including Director Generals and heads of department; Monthly and ad hoc meetings with lower-level officials.

## Uniqueness of the Project

The project was unique for a number of reasons:

- **Precedent Setting and Replicable:** This approach to planning has set the standard for other similar scale developments in the country. The process has certainly been far more participatory than many of the other similar such projects being undertaken in preparation for the 2010 FIFA Soccer World Cup. The proponent has indicated that, following the success of this process, they would like to replicate the approach in other development projects being planned.
- **Diversity of Interests, Power and Capacities:** Not only was a wide range of stakeholders set to be affected by the proposed development, but these stakeholders were also to be affected in varying ways and to varying degrees. Yet, it was generally the case that those whose livelihoods were most fundamentally affected, were also those with lower capabilities to engage and traditionally less access to power or influence over decision-makers.
- **Consultative and Collaborative:** The proposals were drafted on the basis of public input and were finalised in consultation with stakeholders. In addition, certain stakeholders collaborated in the generation of both spatial and non-spatial plans for the revitalised station.
- **Inclusive:** The process created a platform for discussion and debate where a multitude of voices were heard and considered, from decision makers and authorities to often voiceless members of societies including those who are illiterate, poor, refugees, informal and illegal.

## Project Results

The participatory planning process culminated with the publics broadly endorsing plans for the new station. The relatively high risk of resistance to the proposals was averted through establishing appropriate platforms for issues to be raised, considered and addressed. In addition, stakeholder input significantly improved the quality of plans generated. The results of the process also extended beyond only this narrow project-specific outcome, to include:

- **Changing Perceptions on the Value of Participation:** The approach to planning applied through this project has been important in embedding a participatory culture through fundamentally changing perceptions on the value and role of participation. This is evident not only in the planning of the proposed facility but also in its current day-to-day operations.
- **Contributed to Democratisation:** The participatory approach played an important role in democratising not only the apartheid facility but also the society operating around and in this facility. The process was able to challenge many of the non-physical inequities remaining in the societies using the station through providing all an equal access to information, power and voice.



- **Capacity Building:** The process was important in building the capacity of both the proponent and the stakeholders. This will be of value in future such processes as well as in the operations of the new facility.
- **Community-building and Sustainable Relationships:** Relationship building in the context of historical antagonism was one of the most positive products of the process. Stakeholders were able to understand one another's constraints and needs, and to recognise the inter-dependencies that exist between themselves. Such relationships serve as an important resource for parties in this and other projects.

### Alignment with Core Values

The planning process nominated for project of the year can be shown to align with each of IAP2's core values:

1. **Right to Involvement in Decisions:** The public was involved in the planning and decision making processes at all stages from conceptualisation through to design and implementation-planning stages. This involvement went beyond the needs of compliance, respecting the unique history of the involved publics in the area and their human right to have a voice in decisions which affect them.
2. **Public's Contribution Influenced the Decision:** The view of the public was heard, considered and addressed. Key publics played a significant role in working collaboratively with the proponent and its technical team.
3. **Needs and Interests of All Recognised and Communicated To Enhance Sustainable Decisions:** The process was inclusive and created a platform for debate, discussion and negotiation between a large cross section of stakeholders, from decision makers to those with historically less access to decision making. The outcome of the process was a set of decisions and plans that can provide the basis for sustainability. The process of dialogue sought to understand not only the position taken by stakeholders but also their underlying needs. In so doing, it was possible to find alignment between the interests of different groups thereby allowing for the brokering of agreements and the management of conflict.
4. **Facilitated the Involvement of Those Affected and Potentially Affected:** The targeted engagement process actively sought out and involved those who were to be potentially affected by the proposed development. There was an open and accessible public process to ensure inclusivity. Meaningful involvement was facilitated through capacity building, and through conducting multiple iterations of the process to ensure full understanding.
5. **Involvement in the Design of the Process:** Stakeholders were consulted from the earliest stages of the process about both the substance of the project and the process to be adopted. The approach adopted to engaging different publics was altered over time, based on feedback gleaned from participants. By remaining flexible and responsive, stakeholders were able influence the design of the process and the methods of engagement.
6. **Appropriate Information Provided to Allow For Meaningful Engagement:** The objective of all engagement activities was to ensure meaningful participation. Information was provided in multiple languages, was culturally sensitive and was pitched at the register best suited to each stakeholder group. Full understanding was also sought through repeated interactions. This was undertaken to build the capacity of individuals to engage with the proposals and the planning process.
7. **Feedback Provided on How Decisions Influenced:** The proponent was held to account on how public input influenced the decisions made. All issues were logged and tracked. Stakeholders were provided an account of what issues were raised and how they were considered, addressed and incorporated.

## Images Illustrating the Project

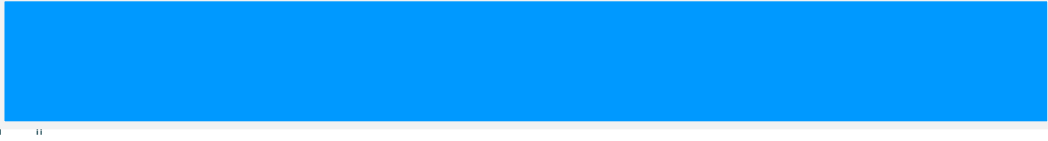
An English copy of the posters and pamphlets, as well as a short video clip about one of the Open House events, can be found at the following FTP address:

**<ftp://ermftp0079086010609:daeae7buojae@emeaftp.erm.com>**

To access this site, copy and paste the above address into the address bar of Windows Explorer.

**NOTE:** Please use Windows Explorer and NOT Internet Explorer.

This FTP site is valid until 31/07/09.



## **Award Submittal: IAP2 ORGANIZATION OF THE YEAR**

### **The Langdon Group**

**Contact:** Dan Adams (801) 866-9052

250 S. Beechwood Avenue  
Boise, ID 83709  
(voice) (208) 376-7330  
(fax) (208) 323-9336

2875 S. Decker Lake Dr. Suite 575  
Salt Lake City, UT 84119  
(voice) (801) 886-9052  
(fax) (801) 886-9123

### **References:**

Lance Giles, Stakeholder Coordinator, Connecting Idaho Partners – (208)386-6065  
Vic Saunders, Public Involvement Manager, Utah Department of Transportation – (801) 620-1641

### **Publication contact information**

The Idaho Statesman  
P.O. Box 40  
Boise, ID 83707  
(208) 377-6449

Salt Lake City Tribune  
90 S. 400 West, Suite 700  
Salt Lake City, UT 84101  
(801) 257-8742  
Fax: (801) 257-8525

Deseret News  
30 E 100 South  
P.O. Box 1257  
Salt Lake City, UT 84110  
(801) 237-2100

<b>Title</b>	Davis & Weber East-West Transportation Study
<b>Organizing Group</b>	Utah Department of Transportation, The Langdon Group
<b>Location</b>	Davis & Weber Counties, Utah
<b>Key Question/Problem</b>	In 2007, the Utah State Legislature recognized the growing population in Davis and Weber Counties and the need for better east-west mobility throughout the transportation system. The Legislature commissioned the Utah Department of Transportation (UDOT) to perform a traffic corridor study analyzing the future transportation needs of the local communities based on their proposed land use plans and the projected congestion in communities north of Salt Lake County. The consultant team chosen by UDOT included transportation planners from InterPlan, engineers from J-U-B and facilitators from TLG.
<b>Sample Methods</b>	The philosophy of the public process was to engage stakeholders at three levels: policy, program and public. At the policy level, agency and organizational decision-makers were engaged by committee. At the program level, city staff and other managers were involved by committee and direct consultation. At the public level, various mechanisms combined to both receive input and provide information to the public. This approach facilitated the collection and comprehension of a wide cross-section of interests and issues.
<b>Results</b>	<p>TLG worked hard to maintain availability to all stakeholder groups. Through the open houses, Web site, and project hotline and email, regular citizens voiced their support or concerns regarding the study's vision and its particular project proposals</p> <p>The study team was able to analyze not only the technical feasibility of the growth vision and projects, but their political viability and general fitness with the different communities' visions of their own development over the next thirty years. The result of consistently weighing both the technical and non-technical pros and cons for each project is a package of options that has already been scrutinized by both experts and the public.</p> <p>As the results of this study became part of the Regional Transportation Plan, Utah State Legislators could feel confident that the package of projects presented by the study team passed muster with a highly engaged and vocal public in Davis and Weber Counties.</p>
<b>Impact Level</b>	High
<b>Time Frame</b>	September 2007 - November 2008
<b>People Engaged</b>	Public, City and County officials, transit,
<b>Web Link</b>	<a href="http://www.udot.utah.gov/daviswebereastwest/default.aspx">http://www.udot.utah.gov/daviswebereastwest/default.aspx</a>

## Public Participation Challenges and Opportunities

### Mission of the Organization

The Langdon Group (TLG)'s mission is to engage the public and agencies through deliberative democracy in a manner that is value-based, objective-driven and solution-oriented. TLG believes strongly in public participation that is early, ongoing and measurable. By working with the public in a continuous and meaningful way we can reduce uncertainty while developing stakeholder knowledge.

### Challenges – Internal Stakeholders

The Langdon Group has been able to minimize challenges with internal stakeholders (i.e., clients) by developing and implementing a process based on the mission of our organization: **partnering**. We strongly believe in a partnering process at the commencement of every study or project. By identifying and defining expectations, roles and responsibilities as well as asking the team "what success looks like", we are able to move forward with a shared goal. Occasionally we have clients that see public participation as a check box for project completion. TLG works hard to educate those clients about the importance of true public participation in the decision-making process and to understand the difference between outreach and involvement.

One of the challenges with any project is helping the client understand what degree of decision-making they are comfortable giving to external stakeholders. Using the same principles in the IAP2 Spectrum of Public Participation, we guide clients to understand the value of determining the appropriate level of participation. In our organization we help our internal stakeholders understand the merits of different levels of participation, from "inform" to "empower."

One of the keys to working successfully with internal stakeholders is the Public Involvement Plan (PIP). We develop a PIP for every project that includes:

- Overall project understanding and goals
- Strategies for success
- Methods best suited to the project needs
- Tools and techniques to disseminate information and gather input
- Clearly defined roles and responsibilities

The PIP ensures internal stakeholders have a clear understanding and expectation of the public involvement process and TLG's role facilitating that process. The PIP is a "living document" that is updated or modified if the needs of the project change or grow.

### Challenges – External Stakeholders

It is important to identify and engage the appropriate external stakeholders early in the process to properly identify potential issues and challenges. TLG uses **key stakeholder interviews** to identify project issues and to further identify project stakeholders. By conducting these interviews shortly after **project kick-off**, we are able to educate, inform and invite support for the process. Interviews begin the process of identifying key issues and concerns, help determine effective methods for public outreach, and begin the process of determining members of **project advisory committees**. Those interviewed often become process advocates. We believe in an open dialogue with external

stakeholders that begins early in the process in order to complete a project that has measureable results.

### **Rationale for Public Participation**

In 1997, a Boise, Idaho-based engineering firm - J-U-B ENGINEERS, Inc. (J-U-B) was faced with the challenge of providing engineering services while trying to manage a more active and involved public. J-U-B had the foresight to address this challenge and the result was the creation of The Langdon Group.

The first project that reaffirmed the company's commitment to public involvement occurred shortly after the inception of TLG. Another consulting firm started an \$18 million project and held a public informational meeting to present the options that had been developed. The public was opposed to all of the options and let the City of Nampa, Idaho know they felt uninvolved and ignored. To further complicate matters, the City was in desperate need of a funding mechanism to pay for the design and construction of this expensive, but necessary project. The City turned to J-U-B and TLG for help. Together, we took immediate action to:

- Develop a NEPA-based public involvement plan
- Provide a forum for agencies to negotiate federal funding for the project
- Get the project listed as the second highest priority in the Treasure Valley
- Include the project on the Statewide Transportation Improvement Plan (STIP)

The City did not want to wait for typical federal funding, so our team met with Congressman Mike Crapo at the project site and obtained his backing to seek federal priority project funding. Congress was slow in passing the new highway bill so the City found itself looking for alternative funding once again. This time the City went to the voters, who passed a bond election by a large majority—thanks in part to The Langdon Group's success in involving the public in the NEPA process.

Since this early success, TLG has followed the same project strategies to support J-U-B and its clients, as well as providing services and consulting in public involvement, mediation, facilitation, and organizational conflict management to a wide range of clients throughout the western United States.

### **Impact of Public Participation on Decisions**

Over the years, TLG has witnessed the value of public participation in project outcomes. Recent examples include:

#### **Kaysville 200 North Overpass, Kaysville, Utah**

In 2005, Kaysville City began the formal, funded process of environmentally clearing, designing and constructing a new structure over the railroad corridor just west of Interstate 15 along 200 North. This route serves as the primary connection between the eastern half of the community and its rapidly developing west side.

Based on the environmental phase for the overpass, it was clear that citizens wanted an aesthetically pleasing overpass and wanted input into what the facility would look like. The primary public involvement activity during the design phase became the formation and facilitation of a citizen committee known as the Design Advisory Team (DAT).



TLG worked with seven members of the community who represented various interests within the community. This group met monthly, along with the city staff and design team members, over the course of the design phase and advised the team on aesthetics, privacy concerns and construction impacts. Having started with a blank slate, the DAT ultimately recommended a design whose elements are reflected in the finished overpass.

The open working relationship offered by the team throughout the design phase proved highly productive in terms of resolving issues with home owners and businesses. Several issues were identified and designed around prior to construction's onset, averting potential conflicts during the construction phase.

### **I-84 East Projects – Connecting Idaho Partners (CIP)/ITD (2007-ongoing), Boise, Idaho**

TLG led the public involvement for five projects in this nine-mile interstate corridor in Boise, ID. The projects are the result of an Environmental Assessment (EA) and include the addition of two miles of soundwalls. TLG developed life-size renderings of different soundwall textures as a visualization tool and conducted innovative mobile and neighborhood meetings, to gather input on the texture of the walls. Participants were asked to rate their favorite design and the Idaho Transportation Department (ITD) selected the texture based on those public comments. Public involvement tasks included successfully dealing with a neighborhood group that submitted a petition protesting the location of the wall and gathering Property Use Agreements for construction of the wall. Outreach tools included:

- Presentations to neighborhood groups/associations
- Newsletters to stakeholders
- Door to door neighborhood visits
- One-on-one property owner meetings
- FAQ's
- Project website

The project was recognized with an ITD Excellence in Transportation Award for Public Participation – Large Project in 2008. TLG also worked with businesses and property owners along the corridor to help facilitate the final design of two new interchanges. One of the projects includes aesthetic elements such as public art, colored concrete, special lighting and landscaping that were the result of facilitated meetings between ITD and the City of Boise. TLG also developed an airport kiosk with a video rendering of the projects to inform travelers about the improvements and construction impacts.

### **Alignment with Core Values**

TLG embraces the IAP2 Core Values in every interaction we have with internal and external stakeholders. We believe public involvement makes for better decisions and actively advocate for the public's right to have input on decisions that affect their lives. TLG works with stakeholders to make sure they understand the role they will play in the decision-making process.

TLG tailors its processes to meet the needs of the public and avoids a "one size fits all" mentality. We ask stakeholders how they want to be involved and understand that public involvement is "more than an open house or newsletter." To us, it is meeting them on their turf.

For example, we regularly go door-to-door to seek input in affected neighborhoods. On a recent project we learned neighbors were worried about fire danger from an overgrown area between state right-of-way and a proposed soundwall next to Interstate 84 in Boise, Idaho. Once the soundwall was erected, the state would no longer have access to mow the area and property owners did not want to maintain property that they did not own. Through public involvement we were able to devise a solution (permanent weed barrier and sterilization methods) to reduce fire danger and mitigate concerns.

We hold non-traditional meetings in storefronts or utilize vans or other vehicles to conduct “mobile meetings”. The mobile meetings and neighborhood booths for the 84 Soundwalls project were a direct result of asking stakeholders how best to meet their needs. By holding meetings in parks, parking lots and, we were able to gather input that might have been overlooked otherwise.

We organize stakeholder workshops to facilitate solutions to issues and to allow people to understand their neighbor’s concerns. This technique was very valuable on the Davis Weber East-West Transportation Study. Through facilitation, cities, counties, transit and bus representatives and the general public could work through conflicting interests in the corridor. **The most significant example of public response** to an individual project was the reaction to an early recommendation to extend 3600 South in West Haven from S.R. 108 to the future S. R. 67 Extension. This alignment proposed putting a new road through an existing neighborhood, and looked good on paper from a planning perspective. However, it became clear after several dozen emails and letters opposing the recommendation were presented to the Steering Committee that the project was politically infeasible. Through early communication with the public, the study saved time and money in future transportation planning. The surrounding roads in the area were also adjusted in order to meet the needs of the community once the 3600 South alignment was removed. The result was not just the removal of a controversial project, but a more viable system of transportation to serve the area.

We understand that public involvement has no meaning if input is not measurable and “tangible”. The public needs to see that their input is being used to influence the outcome of a project. TLG works with stakeholders so they understand how and when their input will be taken and how it will be utilized. TLG also believes in communicating project decisions to the public when the process has been completed to close the information loop.

### **Evaluation against Core Values**

TLG incorporates evaluation into all of our projects by simply asking stakeholders “how are we doing?” The goal of our evaluation method is to ensure that the Core Values of public participation are being met. We want our stakeholders to believe that the process is giving them a say in decisions and meets their process needs. We’ve found the best way to achieve this goal is to ask them not only how they want to be involved but to “check in” throughout the project to make sure we are still on track.

We use a number of methods including:

- On-line surveys
- Questionnaires attached to comment forms

- One-on-one interviews

For example, TLG changed the scope on a recent bridge project in a small rural community due to stakeholder evaluation. During one-on-one interviews we learned that visualization was really important to the decision-making process. The small bridge is structurally deficient and needs to be replaced for safety reasons. TLG learned that the bridge had a sentimental value in the community. Many residents considered it a right of passage to jump off the bridge into the river below. We found the community wanted to see how the new bridge would fit into the community and wanted to have input on details including the color of the guardrail. TLG was able to work with the design team to provide visual renderings (something that was not in the original scope of the project) of several options. Based on public input the new bridge will have an “old” look and will be made of steel rather than concrete to better fit into the local landscape.



Media Event for 84 East Airport Kiosk



Travelers check out Kiosk



84 Soundwall booth at Neighborhood Meeting



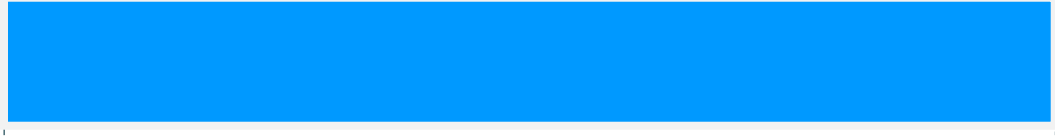
Mobile Meeting for 84 Soundwall Project



Davis Weber Open House



Kaysville Ribbon Cutting





**Title:** Defining the Goals to Guide the Transformation of the Mental Health System: Engaging Canadians

**Award Category:** Project of the Year

**Organization Name:** Mental Health Commission of Canada

**Nominee's Name:** Mental Health Strategy Team

**Howard Chodos**  
Director, Strategy  
Framework

**Gillian Mulvale**  
Senior Policy Advisor,  
Mental Health Strategy

**Mary Bartram**  
Senior Advisor on  
Government Relations  
Mental Health Strategy  
Team

**Contact Information:** 1145 Carling Ave, Suite 7500  
Ottawa, ON - K1Z 7K4  
Canada  
  
T: (613) 798-5863  
E: [hchodos@mentalhealthcommission.ca](mailto:hchodos@mentalhealthcommission.ca)

**Participant References:**

**Manon Abud & Mary Pat MacKinnon**  
Ascentum  
30 Rosemount Avenue, Suite 300  
Ottawa, ON K1Y 1P4  
Canada

[mabud@ascentum.ca](mailto:mabud@ascentum.ca)  
[mpmackinnon@ascentu.ca](mailto:mpmackinnon@ascentu.ca)  
T: (613) 761-7306

**Phil Upshall**  
National Executive Director, Mood  
Disorders Society of Canada  
[pupshall@mentalhealthcommission.ca](mailto:pupshall@mentalhealthcommission.ca)  
  
T: (613)798-2983

**Media Contact Information:**

**The Globe and Mail**  
444 Front Street West,  
Toronto, Ontario, M5V 2S9  
[newsroom@globeandmail.com](mailto:newsroom@globeandmail.com)  
T: (416) 585-5000

**CBC/Radio-Canada -  
English Services**  
Audience Relations  
250 Front Street West  
P.O. Box 500, Station A  
Toronto, Ontario M5W 1E6  
1-866-306-INFO (4636)  
[www.cbc.ca/contact](http://www.cbc.ca/contact)

**La Presse**  
Editor in Chief Andre Pratte  
7 rue St. Jacques  
Montreal Quebec  
Canada  
[www.cyberpresse.ca](http://www.cyberpresse.ca)





Title	
Organizing Group	Mental Health Commission of Canada
Location	Canada
Key Question/Problem	Defining the Goals to Guide the Transformation of Canada's Mental Health System
Sample Methods	<ul style="list-style-type: none"> <li>• Broad internal engagement of Commission staff, Board, Consumers Council and Advisory Committees</li> <li>• National online consultation targeting members of the general public and stakeholder organizations, including an online workbook, a stories/ideas sharing process (public) and a structured comments/suggestions/submissions process (stakeholders)</li> <li>• 12 full-day, professionally facilitated regional dialogues across Canada, including one in each of the three Northern territories, and a subsequent summary of the day's discussions posted on the Commission's blog</li> <li>• 2 full-day, professionally facilitated focused consultations with specific interest groups (First Nations, Inuit and Métis national leaders; representatives of Health/Social Services organizations and professional associations), and a summary of the day's discussions posted on the Commission's blog</li> <li>• Engagement with federal, provincial and territorial officials, including one working meeting with the Canadian Public Health Network's Mental Issue Group (representatives of federal, provincial and territorial governments) and a half-day dialogue session with over 10 federal departments with an interest in mental health issues (e.g., health, justice, industry, human resources)</li> </ul>
Results	<ul style="list-style-type: none"> <li>• Participation levels exceeded expectations (over 2,000 participants online; over 450 participants in-person)</li> <li>• Extremely positive evaluation results</li> <li>• Significant re-drafting of the Framework document</li> <li>• High commitment by participants to further participation and collaboration with the Commission</li> </ul>
Impact Level	High
Time Frame	June 2008 to September 2009 (16 months)
People Engaged	Over 2,500 participants
Web Link	<a href="http://www.mhcc.ca">http://www.mhcc.ca</a>



## The Problem and the Challenge

***The Challenge: The creation of a consensus-based framework to guide the implementation of a comprehensive, pan-Canadian strategy for mental health promotion, prevention and treatment – while working within the parameters set out by Canada’s complex constitutional context, and given a vast array of competing interests for limited resources.***

A landmark report produced by the Canadian Senate Committee on Social Affairs, Science, and Technology - *Out of the shadows at last: Transforming mental health, mental illness and addictions services in Canada* (Kirby, M., & Keon, W. 2006) concluded that Canada is in urgent need of a “profound transformation of the mental health system... a genuine system that puts people living with mental illness at its centre, with a clear focus on their ability to recover.”

In 2007 the federal government, in collaboration with provincial and territorial governments, announced the creation of the Mental Health Commission of Canada. Its mission is to be the catalyst for the development and implementation of a mental health strategy for Canada designed to lead to a deeply transformed system. In doing so, federal and provincial/territorial governments acknowledged that all jurisdictions had neglected mental health needs and all face similar challenges. An independent arms’ length organization, the Commission is leading five strategic initiatives: the creation of a mental health strategy for Canada; a 10 year anti-stigma and discrimination initiative; knowledge exchange initiatives; homelessness research demonstration projects and sponsoring the creation of *Partners for Mental Health*, a volunteer organization dedicated to advancing mental health issues in Canada.

In Canada, health care and social services are largely a provincial / territorial jurisdictional responsibility. Canada’s lack of a national mental health strategy is in large measure a result of this constitutional reality. Given this fact, the Commission though tasked with leading the creation of a mental health strategy for Canada, does not have the authority to implement or evaluate it. What it does have, and what this project is all about, is a robust model for collaboration across federal, provincial and territorial jurisdictions – a model that equally, if not more importantly, also positions the Commission to engage the public and key stakeholders in the articulation of a strategic framework and goals to guide the development of pan-Canadian mental health strategy, complete with benchmarks and targets, and in translating this strategy into meaningful action.

## The Role of Public and Stakeholder Participation

### ***...For the Mental Health Commission of Canada***

The Board and staff of the Commission identified the following four principles to guide their work in first developing a framework and then a strategy for a transformed mental health system in Canada: **collaborative** (seek out the advice, support, input and work together); **inclusive** (cast a wide net, across sectors, stakeholders); **adaptable** (take into account the different needs of different regions and jurisdictions) and **practical** (“just inside the outer edge of political feasibility”). These principles reflect the Commission’s clear commitment to integrating public and stakeholder wisdom and values into the Commission’s work.

As it embarked on this journey, the Commission felt it was critically important to hear from as wide a range of people as possible, including: people living with mental health problems and illnesses, their families and caregivers, mental health service providers, researchers and policy

experts. It also wanted to hear from people who are concerned about mental health issues, whether or not they are currently involved with the mental health system. The Commission's commitment to active listening was demonstrated by the extent to which it revised the final Framework document to reflect the weight of public and stakeholder input.

### ***... For Public and Stakeholder Participants***

Research shows that up to one out of four Canadians will, at some point in his or her life, struggle with mental health issues or illnesses – yet the quality and quantity of services available to those affected remains insufficient to meet the need. In Canada only about one-third of the people with a mental health problem or illness get the services or supports that could help them – and the situation is much worse for children (only 25% of children and youth receive the specialized treatment services that they need) and older adults, minority groups and those in northern, remote and Aboriginal communities. Furthermore, stigma and fear keep many from seeking help; others have trouble finding help because the system is so confusing; others cannot afford prescription drugs or private therapy.

As a result, the transformation of Canada's mental health system is an issue very close to the hearts of many Canadians, and to a broad array of stakeholder organizations. Given the Commission's mandate to develop a pan-Canadian mental health strategy, public and stakeholder participants felt it was critical that they be provided with meaningful opportunities to provide input on a strategy that would very directly affect them, and their loved ones and/or constituencies. They also strongly believed that this strategy, to be of maximum value, absolutely needed to be informed by and rooted in the lived experience of those who have or have had experiences with the mental health system.

### ***...For Ascentum***

Ascentum is a small public participation firm, based in Ottawa, Canada, specializing in in-person and online dialogue and deliberation. Ascentum played several roles throughout the life of this project: framing of the issue and co-creation of the workbook and other materials for the online public and stakeholder consultations, as well as for the face to face regional dialogues; strategic advice on maximizing reach into diverse audiences, including people with the lived experience of mental health problems and illnesses; hosting of the online consultation; facilitation of the regional dialogues; analysis of the voluminous data sets; presentation of the results to the Commission board and advisory committees; and preparation of the final report (to be available on the Commission website).

As public participation practitioners, Ascentum believes strongly and advocates that sustainable decisions – those based on dialogue, common values and shared vision – require meaningful and informed public participation.

## **Public Participation Methods**

The Commission's public engagement focus was to seek broad-based input on a draft Framework, which outlined 8 goals that might inform and guide the development of a pan-Canadian mental health strategy. The focus of this process was to be on the "WHAT" (i.e., goals), and to serve as a stepping-stone towards what will likely be the more challenging phase of engagement for defining the "HOW" (to be initiated in the Fall of 2009). In order to broaden the reach of its engagement, the Commission used a variety of complementary engagement and consultation approaches:

### **1) Engagement of the extended Commission “Family”**

The Commission has eight permanent Advisory Committees (Child and Youth; Mental Health and the Law; Seniors; First Nations, Inuit and Métis; Workforce; Family Caregivers; Service Systems and Science), who provide advice to the Board and assist the Commission in engaging with the broader stakeholder community. The Chairs of the Advisory Committees are each experts in their field, and committee members represent both a broad range of perspectives and Canada’s demographic and ethno-cultural diversity. Each committee, along with the Commission’s Board (over 150 people), were actively engaged in the development of the original Framework and in recruiting participants to the public and stakeholder consultations.

### **2) Innovative online participation website: public and stakeholders**

Ascentum developed and hosted a customized participation website on its [dialoguecircles.com](http://dialoguecircles.com) platform. Both online audiences were provided with two options for participation. First, an online workbook provided an overview of the Framework proposed by the Commission and allowed participants to react to each goal through a mix of close-ended and open-ended questions. The online workbook also included pre- and post-test questions to measure shifts in views on the 8 proposed goals as a result of completing the online workbook. Members of the general public and representatives of stakeholder groups completed the same online workbook to facilitate a comparative analysis of their respective perspectives. Second, each audience was offered the opportunity to provide “free form” qualitative comments, in the form of personal stories and ideas for members of the public and more formal comments and suggestions for stakeholder organizations. Public participants could choose to register or participate anonymously, and could elect to share their stories and ideas on the website for other visitors to read or submit them for analysis only.

### **3) 12 Regional Dialogues**

The Commission hosted 12 full-day, professionally facilitated dialogue sessions, which brought together a diverse mix of individuals and stakeholders. These sessions were designed to provide participants with an opportunity to learn about the proposed Framework, to unpack the 8 goals in plenary and small groups, and to provide very concrete feedback on what they liked, were concerned about and wanted to change/add to the Framework. The facilitators also used electronic voting keypads to test agreement with each proposed goal at the beginning and end of the day, to measure shifts in perspectives. A summary of the day’s discussion was posted on the Commission’s blog at the end of each session.

### **4) Focused Consultations: First Nations, Inuit and Métis Organizations; National Organizations**

Similar to the regional dialogues in design, these focused consultation sessions aimed to delve deeper in the specific perspectives, needs and concerns of Canada’s Aboriginal people (through their national leadership) and of health and social services professionals (through their national professional associations), to ensure they were accurately and adequately reflected in the final Framework document.

### **5) Consultations with Federal/Provincial/Territorial Governments**

Given the complexity of jurisdictional issues in the field of health care, and the cross-sectorial approach required to tackle mental health issues in Canada, representatives of over 10 federal departments (e.g., justice, industry, health, human resources) participated in a half-day session (modeled on the design of the regional sessions). In addition, the Commission hosted a facilitated consultation with members of the Canadian Public Health Network’s Mental Issue Group (comprised of representatives of provincial and territorial governments).

## Uniqueness of the Project

The creation of the original draft Framework was itself a demonstration of the Commission's commitment to engagement and listening, as it was the product of numerous internal revisions reflecting the input from the entire "MHCC family", as well as from key federal, provincial/territorial officials.

The early adoption of an open, inclusive and dialogic approach to engagement was also a hallmark of this initiative, as was apparent in both the design and the outcomes of the engagement process. This is powerfully illustrated by the fact that participation levels exceeded expectations (over 2,500 participants), the quantity of feedback received was both overwhelming and extremely constructive, and evaluation results from each stream of the engagement process were almost unanimously positive.

The use of pre/post-test questions in each engagement stream, and the resulting ability to compare results objectively across audiences, was also unique – and very effective. Indeed, pre/post-test comparative analysis indicates that initial reaction to the Framework was very positive (average rating of at least 4 out of 5) – and remained relatively stable following a more detailed examination of the document. More importantly, the extremely high degree of congruence across all audiences (e.g., Regional Dialogues, Online Public and Stakeholder Consultations) was both striking and illustrative of the common ground upon which the foundation of national consensus might be laid.

Finally, the fact that the Commission was able to carry out this engagement process – the first step on the long and arduous road towards defining and implementing a pan-Canadian strategy – in a manner that generated such enthusiasm and energy among participants, and elicited their commitment to the next phase of the process (defining the "HOW"), is a testimony to the Commission's exemplary commitment to active listening and meaningful engagement.

## Project Results

Over 450 people participated in the Commission's Regional Dialogues and Focused Consultation, between January and April 2009. In addition, over 1,700 members of the general public and 300 stakeholder groups availed themselves of the opportunity to share their views with the Commission (between February 11 and March 31, 2009), completing some 1,800 online workbooks and providing over 465,00 words of comments. Moreover, in their evaluations of the process, participants expressed their willingness to remain engaged in the Commission's work moving forward (see Appendix).

Ascentum provided a consultation report to the Commission's National Strategy Team and presented its findings to the 2<sup>nd</sup> Annual MHCC conference (Board, Advisory Committees, Consumer Council), which outlined key areas of concern and suggestions for changes to the Framework based on consultation results. The National Strategy Team then **significantly revised the content and structure of the Framework document, including the number and focus of the goals**, and is in the process of re-drafting the text of the Framework in order to integrate and reflect the feedback received through the public and stakeholder consultations.

## Alignment with Core Values

*Based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.*

The Commission showed strong commitment to broadening and deepening engagement, to provide space for persons with lived experience of mental health issues or illnesses (1/4 of total participants), their families (1/5 of total participants) and front-line health and social service workers (1/3 of total). In addition Aboriginal participation reflected the national distribution, as did the participation of new Canadians and those belonging to ethno-racial groups.

***Includes the promise that the public's contribution will influence the decision.***

The Framework document was substantially modified to reflect public and stakeholder input, including the insertion of a vision statement, a reframing of the goal statements, rewording of key concepts and the elimination of one goal.

***Promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.***

Senior Commission staff and board members were in attendance and actively engaged with participants at every regional dialogue and focused consultation. The Commission also clearly laid out its mandate to contextualize this process, emphasizing what fell within – and outside – its purview.

***Seeks out and facilitates the involvement of those potentially affected by or interested in a decision.***

The online process was particularly effective for broadening the reach of engagement, as it provided easy access to the consultation process, the option of anonymity, and simplified content. It also allowed the Commission to reach out to youth and younger adults (one quarter of online respondents were under 35 years of age), a demographic that is highly affected by the issue, but whose voice is not always heard. All regional dialogues included people with lived experience of mental illness and the process encouraged/supported their full participation. The Commission also ensured it “touched” every region of Canada, and particularly rural/remoter/Northern Canada, with 12 Regional Dialogues held across the country, including all three northern Territories.

***Seeks input from participants in designing how they participate.***

The Commission sought input from its Advisory Committees and other groups, such as the Canadian Public Health Network's Mental Issue Group, to refine its issue framing and recruitment strategy. The Commission is also strongly committed to continuing with engagement as it moves in to defining the “HOW” of a pan-Canadian mental health strategy, and its Advisory Committees have already been called upon to initiate a reflection on how best to carry this out.

***Provides participants with the information they need to participate in a meaningful way.***

Participants in the Regional Dialogues received a copy of the Framework document, along with questions for reflection, prior to the event. The Regional Dialogues also included a learning session (presentation by the Director of the Mental Health Strategy initiative, Dr. H. Chodos) and subject-matter experts were also present at all sessions. Online, the workbook allowed participants to work through an abridged version of the Framework, making it more accessible to a lay audience. Participants could also download the full Framework for review if they desired more detailed information.

***Communicates to participants how their input affected the decision.***

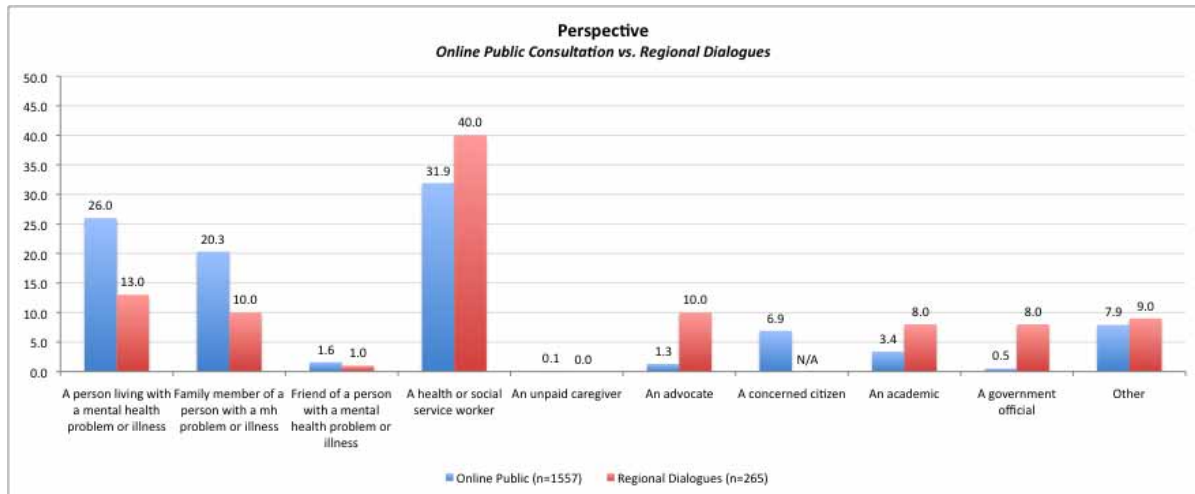
A summary of the day's discussions was posted on the Commission's blog following each Regional Dialogue, and a complete and independent consultation report (by Ascentum) will be published on the Commission's website, along with a short discussion of how input was utilized to create the revised Framework (by the Commission).



## Appendix

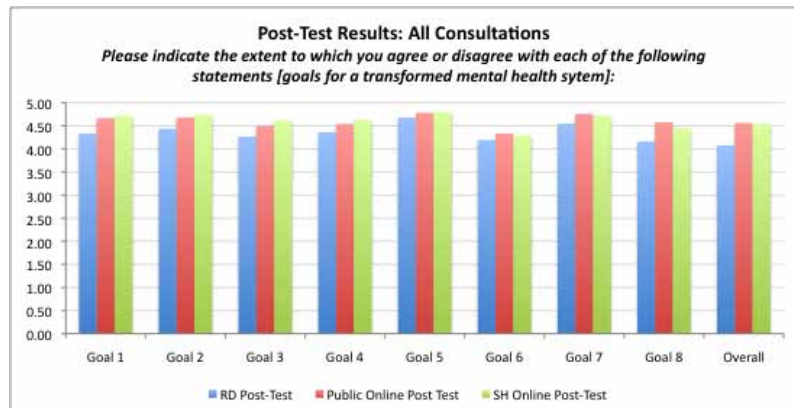
### A Broad Array of Perspectives

The Commission's public online consultation broadened the reach of engagement by increasing the participation of: Persons living with mental health problems or illnesses; Family members of people living with mental health problems or illnesses; Youth; Aboriginal peoples; Persons identifying themselves as members of an ethno-racial group; New Canadians and "Concerned citizens".



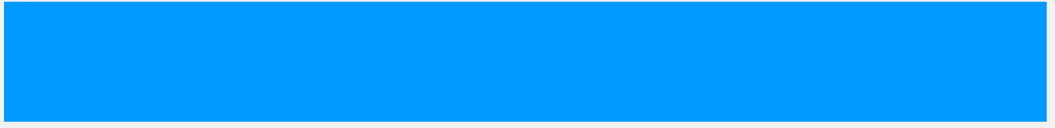
### Positive Feedback on the Framework

After having worked through the Framework document, each audience awarded each goal, and the 8 goals taken together as a "package", a rating of at least 4 out of 5 (4 = Agree, 5 = Strongly Agree) in the post-test.



### Positive Evaluation Results

- 99% of Regional Dialogue (RD) respondents valued the opportunity to contribute to the creation of a mental health strategy for Canada.
- 97% of RD respondents felt that the dialogue agenda focused on the right topics and 93% felt that they could freely express their views.
- 78% of RD respondents were satisfied with the diversity of perspectives represented in the dialogues.
- 78% of online respondents (Stakeholders and Public) thought that the workbook helped them understand the Commission's work.
- Based on their online experience, 77% of online respondents (Stakeholders and Public) plan to stay connected with the Commission's work to develop a strategy.



## **Mountain View Corridor Environmental Impact Statement**

### **Project of the Year**

#### **Utah Department of Transportation**

##### **Nominees:**

##### **TeriAnne Newell, Mountain View Corridor Project Director**

Utah Department of Transportation

764 East Winchester St., #150

Murray UT 84107

801.910.2112

[tnewell@utah.gov](mailto:tnewell@utah.gov)

##### **Eileen Barron, Mountain View Corridor Public Involvement Manager (IAP2 member)**

Parsons Brinckerhoff

488 E Winchester St., Suite 400

Murray, Utah 84107

801.288.3256

[barron@pbworld.com](mailto:barron@pbworld.com)

##### **David Smith, Mountain View Corridor Public Involvement Team**

Penna Powers Brian Haynes

1706 Major Street

Salt Lake City, Utah 84115

801.487.4800

[dsmith@ppbh.com](mailto:dsmith@ppbh.com)

##### **References:**

1. Utah Transportation Commissioner J. Kent Millington

5006 Country Club Drive

Highland, Utah 84003

801.368.2146

[jkentmillington@yahoo.com](mailto:jkentmillington@yahoo.com)

2. West Valley City Mayor Dennis J. Nordfelt

3600 South Constitution Boulevard

West Valley City, Utah 84119

801.963.3220

[Dennis.Nordfelt@wvc-ut.gov](mailto:Dennis.Nordfelt@wvc-ut.gov)

##### **Publications:**

1. The Salt Lake Tribune

[www.sltrib.com](http://www.sltrib.com)

2. The Deseret Morning News

[www.desnews.com](http://www.desnews.com)

3. The Provo Daily Herald

[www.harktheherald.com](http://www.harktheherald.com)



<b>Title</b>	<b>Mountain View Corridor Environmental Impact Statement</b>
<b>Organizing Group</b>	Utah Department of Transportation
<b>Location</b>	Salt Lake City, Utah
<b>Key Question/Problem</b>	Comprehensive public involvement and stakeholder outreach to determine location and features of new 35-mile roadway and transit system in western Salt Lake and northwestern Utah counties impacting 13 communities
<b>Sample Methods</b>	Stakeholder analysis, key messages, interactive Web site, visioning workshops, outdoor gatherings, public open houses, town hall meetings, panel discussion, public hearings, stakeholder committee, media relations, public correspondence
<b>Results</b>	Agreement on preferred alternatives and plan to phase the project with no vocal opposition, allowing the project to move into construction
<b>Impact Level</b>	Regional project with significant impact
<b>Time Frame</b>	2003-2008
<b>People Engaged</b>	More than 7,700 public officials and citizens of 13 communities, property owners, interest group representatives, public agencies, and future transportation users
<b>Web Link</b>	<a href="http://www.udot.utah.gov/mountainview">www.udot.utah.gov/mountainview</a>

## **The Problem and Challenge**

The Mountain View Corridor Environmental Impact Statement (MVC EIS) in Utah, USA, examined transportation solutions for a 35-mile linear corridor in western Salt Lake and northwestern Utah counties. The study involved five partnering agencies and 13 communities working collaboratively to address projected growth for the year 2030. Originally conceived in planning studies as a new west-side freeway, the project team broadened its view to include a more integrated, sustainable planning process that accounted for land use, transit, and pedestrian options. The result is a multi-modal solution that includes highway, transit, and trail components. The project impacts hundreds of properties and thousands of people; during the 6-year study the project team addressed social, environmental, and transportation issues and engaged more than 7,700 people. Challenges included the geographic size of the study area, level of potential impact, complexity of the project in terms of varied stakeholder interests, and constantly changing conditions that affected technical data analysis and public outreach. Public involvement was critical to reaching a preferred alternative that could be implemented with public and agency support. The MVC EIS achieved a Record of Decision (ROD) from Federal Highways Administration, the final decision document in the environmental study process, in November 2008. The Utah Department of Transportation (UDOT) is now proceeding with initial construction projects in Salt Lake and Utah counties that will begin to ease traffic congestion in the project area.

## **The Role of Public Participation**

The MVC EIS project team placed emphasis on proactive and transparent public outreach as critical to the study process. Public participation was viewed as a method of gaining valuable insight to transportation needs, building relationships with key stakeholders, conveying critical information to increase public awareness and understanding of the project, and achieving a balanced transportation solution that could be implemented without vocal opposition. The project team's use of a variety of tools and techniques tailored to each situation and stakeholder group enabled the successful completion of the MVC EIS in six years.

Partnering agencies, including the Federal Highways Administration, Utah Transit Authority, Wasatch Front Regional Council, and Mountainland Association of Governments, took an active role in public participation activities. The MVC EIS project team called on them to help staff public meetings and leverage their areas of expertise and existing relationships in order to understand and address key stakeholder concerns. Their participation in and presence at public outreach events, from outdoor gatherings to formal Stakeholder Committee meetings, was essential to building credibility of the project team and gaining access to a broad range of stakeholders.

Communities within the study area took an active interest in the project due to the magnitude of impact a new transportation corridor would have on local land use, economic development, and residents. The MVC EIS project team partnered with local elected officials to determine effective outreach techniques for each community as well as coordinated closely with municipal staff to develop technical design details. Like the partnering agencies, local officials were generous in offering their support to promote public participation opportunities and attending key meetings and events in order to help address issues that allowed the project to progress.

Neighborhoods that may experience direct impacts from the new transportation corridor were intentionally engaged in the study process once preliminary alignments were defined. First, we sought to raise awareness of the study so that residents could learn about the project and participate throughout the multi-year study. Second, we tailored information to potentially impacted areas so they could understand the study process, current project status, and any decisions or outcomes. Third, we sought to be responsive to questions and comments regarding property impacts by providing access to maps of the

corridor location and width and creating individual maps with further detail as needed. Interaction with potentially impacted property owners demonstrated their project understanding and level of concern. From their point of view, MVC EIS public participation was an opportunity to get their questions answered and better understand current and future plans and processes related to the project.

Interest group representatives were also engaged in the MVC EIS early and continuously in the study process. The project team addressed some of the known environmental issues head-on by initiating discussion of the interaction between land use and transportation through a "Growth Choices" visioning process that included study area mayors, large property owners, and interest group representatives on a Stakeholder Committee in 2003-2004. The Committee agreed on a "Vision Map" that identified preferred transportation modes, corridors, and land uses along with seven growth principles. The Committee provided a platform for interest group representatives to voice their concerns at the start of the process as well as a forum for interest groups to hear the local needs and concerns of people who live in the study area. The MVC EIS project team developed a strong working relationship with interest group representatives from Sierra Club, Utahans for Better Transportation and Utah Moms for Clean Air. We met on a regular basis in order to understand key issues and develop a sustainable project that addressed their issues. Interest group representatives complemented the project team in a public Letter to the Editor published December 19, 2008, for conducting a thorough process in which the state agency listened to and addressed key environmental concerns.

## Public Participation Methods

The project team used a combination of multi-media and grass-roots methods to engage a broad range of stakeholders. Because of its large geographic size and potential to impact thousands of people, the project team utilized local media outlets including daily and monthly publications to raise awareness of the study and present information for public feedback at project milestones. We accomplished this by building relationships with key reporters and utilizing media information kits, media releases, and media advisories. We also bought paid advertising at strategic points in the project, such as a radio advertising campaign early in the project (2004) to raise awareness of preliminary concepts and full-page color ads in community monthly publications during the formal Draft EIS comment period (2008). Media outreach was directed at driving people to visit the project Web site where individuals could learn more about the project and submit comments. Hard copies of documents and other relevant information were placed in city halls and city libraries for those who did not have internet access or skills to use a computer.

The grass-roots component of stakeholder outreach focused on building relationships with local government officials, impacted property owners, and interest group representatives. Building grass-roots relationships early in the MVC EIS process allowed the project team to understand key issues and address them in the study process. Specific grass-roots activities included a two-week tour of a mobile billboard through potentially impacted neighborhoods in 2004 to raise project awareness early in the study, including distributing door-to-door flyers and holding a series of nine gatherings in neighborhood school, park, and grocery store parking lots. We also held a series of 15 town hall meetings in 2006 to discuss a tolling analysis being conducted as part of the MVC EIS and provide project updates within each study area community. The combination of broad, multi-media outreach and more focused stakeholder outreach successfully engaged more than 7,700 people during the study.

The November 2008 *IAP2 Participation Quarterly* article, "Meeting the outreach needs each step of the way: The Mountain View Corridor Story" (pp. 1, 5-7), provides additional detail about outreach methods used during each year of the MVC EIS study.

## Uniqueness of the Project

The MVC EIS project is one-of-a-kind in terms of its geographic size, complexity of issues, and potential for controversy. To proactively address these issues, the project team made a commitment to a transparent public process from the start. Based on this approach, we developed innovative outreach tools and strategies to meet the unique challenges of the project. For example, the two-week tour of the "Talk Truck," a mobile billboard, was developed in response to the challenge of the large geographic study area and the team's commitment to make potentially impacted property owners aware of the study so they could participate in the public process.

Another area of innovation was the use of a Panel Discussion about funding issues as part of the project team's tolling analysis of the corridor. Utah currently has no fully-tolled facility, so the project provided education about why tolling was being studied, what it might mean, and created opportunities for all points of view to be voiced. Our goal was to facilitate an informed and robust discussion of the issue since it was a completely new concept to citizens and officials of Utah. The Panel Discussion was the culmination of our tolling outreach, which included 15 Town Hall Meetings and numerous presentations to city councils, the Utah Transportation Commission, and other civic groups. The Panel Discussion brought together the tolling decision-makers, the Utah Transportation Commission, with a variety of stakeholders such as technical specialists who performed the analysis, elected officials representing their constituents and voicing the need for local transportation solutions, and representatives from the freight industry who vehemently opposed tolling. The panel included a series of topical presentations and question and answer periods concluding with a formal comment period where members of the audience could voice their comments in the presence of the Commission. The result of this outreach in 2006 was an increased understanding of transportation funding issues in Utah, which may then be connected to legislative funding commitments that occurred in years following, including the initial allocation of approximately \$700 million to begin building the project in 2009.

Individual and small group interaction with key stakeholders was critical to understanding issues and developing a better, more sustainable project. For example, the project team's preferred alignment in Utah County was opposed by the city directly impacted by it, Lehi City. The city proposed its own alternative and the project team reviewed it in detail using an agreed-upon process. Ultimately, the city's alternative was not feasible and the project team's preferred alignment was carried forward; however, the project team and city representatives continued close coordination to address the city's concerns and adjusted the design to benefit the local community's planned land uses in the corridor. Part of the solution was building the corridor using a phased approach that is designed to meet the transportation needs and available funding over time. By working closely with the city and local landowners and developers, the MVC is first building frontage roads in Utah County to allow local access to businesses - a key local concern - while preserving a future freeway corridor. The two-lane frontage roads will sufficiently carry traffic in the near future and the initial project is being designed so that it can be converted to a freeway facility with fewer impacts in the future. A recent article in the *Provo Daily Herald* published May 28, 2009, about the city choosing final design details such as aesthetic treatments prior to construction summed up the Utah Department of Transportation and Lehi's interaction this way:

The progress made on the project, nearing design completion, contrasts starkly with the near death of the project two years ago when communication all but broke down and minimal communication between the two groups was done by letters.

"Things were very, very difficult. We were locked in pretty tight grips with one other," said Councilman Mark Johnson during a phone interview. "It was very apparent that UDOT was going to do something along the 2100 North Corridor and it was also obvious that Lehi needed to enter into negotiations with them so we could still get out of that what would serve community needs

and still serve UDOT; and because of the cooperation of the many property owners along the corridor, pieces began to fall into place that allowed a workable solution between the two entities."

Individual property impacts, the tolling analysis, and Lehi City's opposition to the project's preferred alternative in Utah County are just three examples of the diverse set of issues the project team addressed during the six-year study. Nearly every project issue – whether technical, political, related to funding, or impacts – had a public participation dimension. The project remained in the public eye, averaging one news article per day in local media sources. The public involvement team, including project managers and public involvement specialists, met on a weekly basis to address communication needs of the project and identify opportunities for stakeholder input as well as how that input would be used.

## **Project Results**

The process of listening to stakeholder needs and concerns resulted in many decisions that influenced the overall project outcome, numerous design details, and commitments made as part of the project. From meeting with city staff to determine future interchange and transit station locations to interacting with interest group representatives to address more global issues such as air quality, stakeholder input and the public process helped achieve a project that meets the transportation need and is an asset to the communities the roadway, transit, and trail system will serve. The general public support for the project and the state legislature's initiative in funding its first construction projects are a testament to the effective outreach conducted during the planning stages.

Local media also took note of the project's commitment to a fair and equitable public process. In a December 14, 2006, editorial about the selection of a preferred alternative in Salt Lake County, the *Salt Lake Tribune* wrote, "UDOT has rightly involved the public in the planning process." Similarly, The *Provo Daily Herald* editorial staff noted the role of public participation in resolving the controversy with Lehi City about the preferred alternative in Utah County in a March 13, 2008, editorial:

In public controversies, the voice of the people needs to be heard. In Lehi, it has. Our observation is that UDOT has taken pains to talk to people in the affected areas and to assess how highway plans will affect the community.

As a third example of local media complementing the project for effective collaboration and outreach, the *Salt Lake Tribune* wrote a September 29, 2008, editorial about resolution of environmental issues, particularly air quality: "Clean-air proponents can give themselves a pat on the back for their strident advocacy, and give UDOT a hand for listening and responding to their concerns."

## **Alignment with Core Values (CV)**

*CV1: 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.* Our approach was to provide concise, relevant information in order to facilitate meaningful participation from anyone impacted by or interested in the study outcome. Every action had a purpose, whether it was to raise awareness, provide information, ask for comments, or provide feedback on how public input was used. We conducted detailed stakeholder analysis in order to identify key concerns, best outreach methods, and the relevancy of the project to each stakeholder group.

*CV2: Public participation includes the promise that the public's contribution will influence the decision.* We sought early involvement that could be meaningful in the development of alternatives and evaluation of impacts. The project team invested significant time and money for public participation 2003-2006 in

order to provide ample opportunity for input while the project was in early stages. As public input had less room to influence decisions, we focused more on public information and moved away from requesting comments.

*CV3: Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.* The process of being in dialogue with our stakeholders brought about a phased approach to construction, which the project team considers to be a more sustainable approach to building new infrastructure based on the realities of traffic projections and funding constraints. UDOT's commitment is to build the road as it is needed.

*CV4: Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.* The project team was committed to informing people impacted by the project and providing multiple opportunities to participate in the MVC EIS process. In addition to site-specific impacts such as property owners, we also worked closely with interest groups who advocated for responsible environmental planning and reducing impacts to air quality.

*CV5: Public participation seeks input from participants in designing how they participate.* We relied on local governments to help us reach out to their citizens. We asked them for direction on effective ways to share information and took their guidance regarding meeting times and locations. We also provided multiple avenues for participation, recognizing that people have different learning styles and access to technological tools. Our outreach included comment boxes in grocery stores, on-line comment capabilities, and opportunities to meet in person and ask questions in small group settings in order to provide a variety of ways to learn about the project and interact with the project team.

*CV6: Public participation provides participants with the information they need to participate in a meaningful way.* We provided concise and relevant information to facilitate meaningful public participation. For example, we produced a series of 12 fact sheets on topics covered in the 2200-page Draft EIS. Each fact sheet provided an overview of the more detailed information and included a reference to pages in the Draft EIS.

*CV7: Public participation communicates to participants how their input affected the decision.* We closed the feedback loop by providing a summary of the comments received and how the team addressed them. This was done on an interpersonal level as well as on the project Web site through a sampling of comments and project status updates. We worked to create accurate expectations among stakeholders about how public input was being used and the results of their comments. For example, when eight concepts were initially introduced in 2004, an overwhelming number of people questioned why another existing facility, SR-111, was not included. Although SR-111 had been screened out using a standard set of criteria applied to all alignments, the project team took another look at the alignment and investigated it further. SR-111 still did not meet the transportation need as well as the other concepts, but the project team provided further information and documentation about why SR-111 was not an effective alternative. The process of taking another look at an alignment like SR-111, helped the team understand key concerns among stakeholders and prepare Frequently Asked Questions that could help convey key project information in a concise manner.

### Additional Information



The Mountain View Corridor “Talk Truck” tour raised awareness among potentially impacted property owners in 2004.



A Local Government Workshop in Utah County helped identify early conceptual alignments.



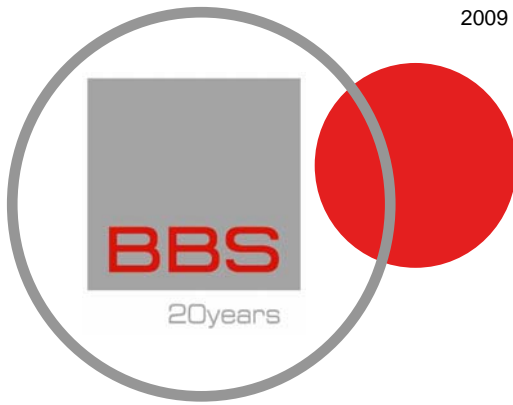
A Local Government Workshop in Salt Lake County helped determine design details such as interchange and transit station locations with input from city staff.



An illustration of the initial construction project in Utah County depicts UDOT’s plan to first construct frontage roads that will meet current traffic demands and preserve a future freeway corridor.







## IAP2 Core Values Awards

### 2009 Project of the Year

**“Northshore Hamilton Urban Development Area”**

**Submitted by Katrina Cutler**

**BBS, Brisbane, Australia**

**Ph: +617 3221 6711**

**E: [kcutler@bbspr.com.au](mailto:kcutler@bbspr.com.au) / [info@bbspr.com.au](mailto:info@bbspr.com.au)**

**W: [www.bbspr.com.au](http://www.bbspr.com.au)**

#### Reference: 1

BBS has worked with the ULDA since it was formed in November 2007. They have been an integral part of the ULDA communications team, working with us on stakeholder relations, media relations and community consultation.

They also assisted us in developing all of our start up communications materials, including website, fact sheets, image library, newsletters, and other communication templates.

I have found them to be professional and competent in their work with us, in both their advice and their service delivery.

Morgana Prior, Communications Manager  
Urban Land Development Authority

#### Reference 2: Comments from the formal submissions process from community:

Commend on public consultation and genuine desire to listen.

Congratulations on the excellent comprehensive consultative process.

Express appreciation for well considered plan and commend the public consultation and private hearings.

Support of Development Scheme and appreciate the genuine public consultation undertaken.

Express appreciation for the efforts to inform and listen. Draft Plan has included many of our concerns.

Appreciation for the efforts you went to inform and listen. The Plan has addressed many of our concerns.

#### Publications:

**Courier-Mail** – Michelle Hele, Property Editor +61 7 3666 6515 [HeleM@qnp.newsltd.com.au](mailto:HeleM@qnp.newsltd.com.au)

**Brisbane News** – Jane Scott, Journalist +617 3666 8888 [brisbanenews@qnp.newsltd.com.au](mailto:brisbanenews@qnp.newsltd.com.au)

**B & T** – Kevin Johns, Deputy Editor. +612 9422 2051 [kevin.johns@reedbusiness.com.au](mailto:kevin.johns@reedbusiness.com.au)



## Case Study Summary

<b>Organising Group</b>	BBS on behalf of the Urban Land Development Authority (ULDA), a State Government statutory body
<b>Location</b>	Northshore Hamilton precinct, Brisbane, Queensland, Australia
<b>Key Question / Problem</b>	A tightly knit, wealthy community in an exclusive pocket of Brisbane's waterfront, Northshore Hamilton was earmarked for seven mixed use precincts. A Development Scheme was to be submitted to the Minister by the ULDA. Community engagement was required to gather constructive feedback to improve the design in the Development Scheme and to minimize formal objections to the Development Scheme when unveiled to the public.
<b>Sample Methods</b>	Community information sessions, web blasts from websites, newsletters, letterbox drops, ad hoc meetings, government briefings, resident surveys and marketing materials such as information boards, fact sheets, visual diagrams etc
<b>Results</b>	Stakeholder database was grown from 0, to 800 then again to 1100 after three rounds of engagement.  28% of written submissions expressed appreciation for the ULDA's genuine public consultation process.  18% of written submissions expressed general support of the plan or specific support of setbacks and / heights.
<b>Impact Level</b>	Northshore Hamilton precinct including Brisbane suburbs of Ascot, Hamilton, Eagle Farm, Meeandah and Pinkenbah
<b>Time Frame</b>	A strict legislative timeframe of 12 months
<b>People Engaged</b>	400 people face-to-face, 5,000 people via post and direct mail and potentially up to 215,000 people via editorial in local papers, advertising, and online presence. Those engaged included: local residents, businesses, community groups, media, Brisbane City Council, State Government and public services that operated in the area (eg. TransLink)
<b>Web Link</b>	<a href="http://www.ulda.qld.gov.au/">http://www.ulda.qld.gov.au/</a>

## THE PROBLEM AND CHALLENGE

### Background

The Urban Land Development Authority (ULDA) is a statutory body created by the Queensland Government as a key component of the Government's housing affordability strategy, to help deliver commercially viable developments that include diverse, affordable and sustainable housing, using best-practice urban design.

In 2008 BBS was appointed to develop a community engagement program for one of the ULDA's first Urban Development Areas (UDAs), in Brisbane's inner city riverside community of Northshore Hamilton.

A tightly knit community in an exclusive pocket of Brisbane's waterfront, Northshore Hamilton was earmarked for seven mixed use precincts with development types including high density residential, affordable housing and clean industry.

### Challenges

- ♣ There was limited awareness of the ULDA, its role, functions and values. The ULDA was formed in 2007 with corporate communication beginning less than six months prior to the Northshore Hamilton UDA project.
- ♣ The ULDA operates in a highly politicized environment. The new State Government body has taken over some of Brisbane City Council's development authority powers, exacerbating existing tensions between Council and the State Government.
- ♣ The concept of UDAs was new. As the first of a number of UDAs to be rolled out across Queensland, Northshore Hamilton had the added responsibility of introducing the UDA concept, its purpose and processes to the community.
- ♣ The general public fears the lower socio economic demographic and associated problems perceived to be caused by affordable housing projects.
- ♣ Residents feared a marked rise in noise, pollution, industrial traffic and contamination scares from nearby commercial sites.

## THE ROLE OF PUBLIC PARTICIPATION

### The ULDA perspective

As a newly launched State Government body, the ULDA wanted to position itself as an organization responsive to the community and as a responsible corporate citizen. The Northshore Hamilton UDA was the first UDA for the State and to this end, would not only set a precedent for future UDAs, but also cement the ULDA's reputation that could influence the success and failure of future ULDA initiatives.

South East Queensland was experiencing consultation fatigue, with many tokenistic community engagement programs 'dulling the senses' of the general public. Even the media had featured scathing opinion pieces on government overspending on ineffective community engagement that simply railroaded stakeholders into a desired position.

The ULDA wanted to remove itself from this perception, and as such, required a consultancy able to design and implement a community engagement program that served to show the ULDA to be responsive to the needs of the different communities in which it operates.

To this end, the ULDA aimed to address community concerns during the early stages of consultation to minimize the number of negative formal submissions which could lead to wider public backlash against the project.

### **The BBS perspective**

BBS shared similar values to the ULDA in regards to engaging the community. At BBS, we view consultation as an opportunity to re-engage with the community.

While the project was a ULDA-branded initiative, BBS staff were the face of the engagement program present at all community sessions.

BBS is often faced with the need to educate clients about the level of consultation required to achieve a desired outcome and in some cases, advise clients to review their commitment to the community in which they are targeting. Fortunately, BBS and the ULDA were working from the same page – both parties believed that genuine and innovative community engagement was essential for the ULDA to create a Development Scheme that provided the best outcome for the Northshore Hamilton community and the people of Brisbane.

### **The community perspective**

During the consultation process, our team was privy to many comments made by stakeholders. While priorities may have differed between audience groups (such as residents vs local government), there was one common thread among all participants: stakeholders wanted to know that they were involved at the start of the project, that their feedback would be used in the decision making process and they did not want to be the last to learn about developments.

While they viewed public participation as a right, they did not necessarily believe, at the onset, that a satisfactory engagement program would be delivered. Fortunately, BBS' program successfully turned this perception around, with an overwhelming positive response from participants and strong appreciation for the consultation process offered.

## **PUBLIC PARTICIPATION METHODS**

The following table describes the strategic approach behind the tactics used:

<b>Strategic Approach</b>	<b>Tactics</b>
Establish regular communications with all government agencies working within the UDA to ensure shared knowledge and issues	<ul style="list-style-type: none"> <li>♣ Undertake a regular briefing program with Government agencies</li> <li>♣ Invite relevant agencies along to community information sessions so experts are available for the community as a one-stop-shop</li> </ul>
Ensure that community input and feedback is gathered in a useable format and shared quickly amongst all ULDA staff	<ul style="list-style-type: none"> <li>♣ Establish database for community engagement issues raised</li> <li>♣ Weekly communications meetings with ULDA's CEO re: feedback from information sessions</li> <li>♣ Quarterly review of program to ensure it accurately</li> </ul>

	reflects the issues raised by key stakeholders and the public
Proactively educate the Northshore Hamilton community, including hard-to-reach groups, about the planning process, to ensure they can provide informed comment	<ul style="list-style-type: none"> <li>♣ Community information sessions to be held within the first six weeks of the Northshore Hamilton UDA declared for the public to lodge comment in the early consultation phase</li> <li>♣ Provide an opportunity for feedback to be provided via email (e-hotline), mail and in oral format (telephone hotline, mobile information stand)</li> <li>♣ Opportunity to sign up for regular e-blast via website</li> <li>♣ Develop comprehensive stakeholder database</li> <li>♣ Newsletter letterbox drops to residents living in and around the Northshore Hamilton UDA</li> <li>♣ Quarterly briefings to community groups and business groups</li> <li>♣ During public notification period, establish community engagement office close to the Northshore Hamilton UDA</li> <li>♣ Hold regular community information sessions to keep the community up to date on progress and how their feedback is used at every step</li> </ul>
Review community engagement program to reflect emerging issues	<ul style="list-style-type: none"> <li>♣ Quarterly review of community engagement program to ensure strategy and tactics capture the right information from the right audiences</li> </ul>

## UNIQUENESS OF THE PROJECT

While the tactics used were not particularly innovative, it was the high level of engagement, the willingness of the ULDA and BBS to respond and the flexibility of the community engagement program that made the project a success.

At one stage, a Hamilton residents' action group (many of whom were wealthy waterfront retirees) formed at the onset of the Northshore Hamilton project. Traditionally, action groups are viewed as opponents and sometimes treated as enemies.

The ULDA and BBS immediately responded to this, not by arguing against concerns, but by welcoming the group as a newly formed target audience. A series of ad hoc meetings were held with representatives from this 150-member group and provided a non-confrontational forum for open discussion.

These meetings were not designed to be lecture-style public meetings, but both parties were given equal opportunities to discuss the project's negotiables and non-negotiables and the action group's specific concerns about building heights and set back from Brisbane River. Subsequent meetings with the action group were held to present amended Development Schemes that incorporated the group's feedback, and this continued until the group's concerns had been addressed.

This level of engagement is not common in Queensland's current public participation landscape, but it is one project that has helped to set a new precedent. ULDA hopes to set a new benchmark for other Queensland organizations to follow by demonstrating that community engagement is a tool that is integral to delivering broader business outcomes.

## PROJECT RESULTS

### Results

- ♣ Three rounds of community engagement were held each including newsletter updates, letterbox drops, newspaper advertising, community information sessions, and feedback gathering
- ♣ The initial stakeholder database was built to 800, and was built to 1106 by the end of the 3 rounds of engagement
- ♣ 159 informal submissions by community at community engagement sessions
- ♣ 68 formal submissions to draft development scheme
- ♣ 159 issues were raised by community during the informal consultation process allowing the ULDA to manage community concerns early in the master planning.
- ♣ The formal public notification period generated 68 submissions from the community, of which almost half of the submissions (33 submissions) were either supportive of the final Development Scheme, or expressed appreciation for the ULDA's genuine public consultation process
- ♣ 28% of formal submissions expressed appreciation for ULDA's genuine public consultation process
- ♣ 18% of formal submissions expressed general support of the plan or specific support of building setbacks and heights

### Evaluation

Public participation played an integral role in the success of the Northshore Hamilton UDA project as evidenced by the comments provided in the formal submissions, particularly those that expressed appreciation for the ULDA's genuine public consultation process - an unprecedented achievement in government community engagement programs.

Engagement was an important process to demonstrate to the community that the ULDA was in fact, responsive to the community in which it was working in. It was the high level of engagement, together with consistent communication that eliminated confusion and doubt toward the Northshore Hamilton project.

## ALIGNMENT WITH CORE VALUES

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.**

All stakeholders were not only invited to participate, but encouraged to participate because this engagement program was based on the belief that those who could be affected by the Northshore Hamilton project were the best people to contribute constructive feedback to help shape the final Development Scheme.

2. **Public participation includes the promise that the public's contribution will influence the decision.**  
This promise was fulfilled by tailoring material at subsequent information sessions and the willingness to hold ad hoc meetings to demonstrate to participants the effect their involvement had on the draft Development Scheme.



3. **Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.**

The ULDA and BBS recognized that the people who would be affected by the Northshore Hamilton project would be the best people to contribute constructive feedback to get the best outcome in the Development Scheme.

The ULDA and BBS are confident that the final Development Scheme submitted to the Minister is the best possible outcome for the community, socially, economically and environmentally, and will therefore continue to service the Northshore Hamilton precinct for future generations.

4. **Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.**

The engagement program could have failed if BBS did not seek to encourage participation by generating excitement and a sense of ownership in the Northshore Hamilton UDA project.

Tokenistic programs simply invite the public to participate, but BBS' program aimed to educate the community about the Northshore Hamilton project, the engagement process and the importance of the public's role in participating in the planning process.

5. **Public participation seeks input from participants in designing how they participate.**

As a fluid strategy, the engagement program was not only designed to benefit the Northshore Hamilton project, but also to help design the engagement program itself as it was rolled out.

An example of this is the successful series of ad hoc meetings with the Hamilton residents' action group, at a venue chosen by the Hamilton residents' action group. It was determined by both parties that these meetings provided the best forum to hear concerns, clarify issues and deliver information.

6. **Public participation provides participants with the information they need to participate in a meaningful way.**

A key objective of the engagement program was to clearly communicate to key stakeholders about the role of their input into the decision making process and how their input had impacted on planning decisions. This objective was achieved through all stages of the program and culminated in a positive result for the project, in particularly appreciation for the engagement program.

Each community information session, ad hoc meeting and the communications used were tailored to the audience based on de-briefs following the previous engagement activity. These forums also updated participants about milestones achieved and remaining consultation opportunities on the project timeline.

7. **Public participation communicates to participants how their input affected the decision.**

Subsequent community information sessions and ad hoc meetings were used to inform participants of the amended master plan and how public input was used to shape the Development Scheme at each stage of the project. This was done through information boards, presentations, Q & As (questions and answer sessions) and written updates.



## Community Information Sessions

**urban land development authority**

### Bowen Hills and Northshore Hamilton Urban Development Areas

Under the provisions of section 25 of the *Urban Land Development Authority Act 2007* the Urban Land Development Authority (ULDA) gives notice that on 20 October 2008 the Urban Land Development Authority (ULDA) commenced the public notification of the proposed Development Schemes for the:

- Bowen Hills Urban Development Area
- Northshore Hamilton Urban Development Area.

You are invited to make a submission on either one or both of the proposed Development Schemes within the period from 20 October 2008 – 2 December 2008 (the submission period).

The proposed Development Schemes can be inspected on the ULDA website, [www.ulda.qld.gov.au](http://www.ulda.qld.gov.au) at any time during the submission period or at 56 Abbotsford Road, Bowen Hills between 9.30am and 4.30pm Monday to Friday during the submission period.

In addition two Community Information Days will be hosted where you will have the opportunity to view the proposed Development Schemes and speak with ULDA planners face-to-face about the schemes.

**Bowen Hills**

**When** Wednesday 5 November 2008

**Time** drop in any time between 3pm and 7pm

**Venue** 56 Abbotsford Road, Bowen Hills (some parking available onsite)

**Northshore Hamilton**

**When** Saturday 8 November 2008

**Time** drop in any time between 10am and 2pm

**Venue** Hamilton Senior Citizen Hall, 465 Kingsford Smith Drive, Hamilton (some parking available onsite or in Harbour Rd and Allen St)

**Submissions can be made by:**

**Post** Urban Land Development Authority, PO Box 3643, South Brisbane BC 4101

**Email** [ulda@ulda.qld.gov.au](mailto:ulda@ulda.qld.gov.au)

**Fax** 07 3024 4199

**Hand delivery** Level 4, 229 Elizabeth Street, Brisbane

**Submissions must be received by 2 December 2008.**

### Vision - Northshore Hamilton

Northshore Hamilton will be an integrated and accessible mixed-use community. It will establish a benchmark in sustainable urban development with an integrated community and notable urban design, architecture and public spaces. The residents and visitors will be afforded a choice in regular, safe and convenient public transport solutions centred around a vibrant and active mixed-use centre. Commercial and leisure, high technology industry and research facilities will support the needs of the major economic areas of the Australia TradeWest and the Brisbane Airport. The Brisbane River will be an asset enjoyed by all, accessible and public in nature. Internationally and locally, it will be recognised for its best practice, social, community, environmental and governance outcomes.

**Key**

- 1. Bowen Road Park
- 2. Bowen Road Park
- 3. Bowen Road Park
- 4. Bowen Road Park
- 5. Bowen Road Park
- 6. Bowen Road Park
- 7. Bowen Road Park
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- 15. Bowen Road Park
- 16. Bowen Road Park
- 17. Bowen Road Park
- 18. Bowen Road Park
- 19. Bowen Road Park
- 20. Bowen Road Park

**Key Outcomes**

A vibrant and active mixed-use centre, accessible and public in nature, supported by a range of public transport solutions, regular, safe and convenient public transport solutions centred around a vibrant and active mixed-use centre.

**Key Outcomes**

A vibrant and active mixed-use centre, accessible and public in nature, supported by a range of public transport solutions, regular, safe and convenient public transport solutions centred around a vibrant and active mixed-use centre.

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## Press Advertisement

## Northshore Hamilton Vision



# The People's Audit

IAP2 2009 Core Values Awards

Project of the Year Award

King Prajadhipok's Institute

The People's Audit Project

Dr. Thawilwadee Bureekul  
Director of Research & Development Office  
King Prajadhipok's Institute  
47/101 Moo 4, Tiwanon Road  
Taladkwan Subdistrict, Muang District, Nonthaburi  
Thailand 11000  
beebureekul@hotmail.com  
[thawilwadee@kpi.ac.th](mailto:thawilwadee@kpi.ac.th)

Participant References:

Mr. Tortrakul Vanasorn  
Administrative Officer  
Sub-District Administrative Organization  
Ngao Sub-District  
Thoeng District  
Chiang Rai

Mr. Anuparp Charoenchai  
Forest Management Officer  
Forest Management Office 2  
Chiang Rai

Publications to Notify:

The Nation  
[webeditors@nationgroup.com](mailto:webeditors@nationgroup.com)

Post Today  
[webmaster@posttoday.com](mailto:webmaster@posttoday.com)

Matichon  
[online@matichon.co.th](mailto:online@matichon.co.th)

Title	The People's Audit
Organizing Group	King Prajadhipok's Institute (KPI)
Location	Phetchaburi, Sakon Nakhon, Maha Sarakham, Songkhla and Chiang Rai provinces (Thailand)
Key Question/Problem	Facilitation of genuine public participation in government decision-making at the local level, thereby putting into practice the participatory principles enshrined in the Thai constitution.
Sample Methods	Training sessions bringing together elected officials, community leaders, ordinary citizens; both classroom and fieldwork components. Implementation and evaluation by participants at the community level, under supervision of KPI.
Results	Great success in promoting civic engagement and raising public awareness of the value of public participation; heightened sense of belonging and social cohesion; substantially improved capacity of ordinary citizens to demand and create participatory mechanisms; transformation of attitudes among government officials regarding public participation.
Impact Level	Provincial level
Time Frame	About 3 years
People Engaged	20,000 plus citizens
Web Link	<a href="http://thai-ice.org/index3.html">http://thai-ice.org/index3.html</a>

## **I. The Problem and Challenge:**

Although the Constitution of the Kingdom of Thailand provides for a role for public participation in government, the implementation of this constitutional guarantee remains a significant challenge. At the local level, few people are educated about the benefits of public participation and about the form that such participation might take. In most areas, there is no tradition of villagers assuming a role in the decisions made by local government, and thus the local people are unlikely to demand a place at the table, unless encouraged to do so. Local elected leaders may have heard the term “public participation”, but their conception of what it means often differs greatly from the form of public participation embodied in the IAP2 Core Values. These officials typically have neither the knowledge nor the incentive necessary to introduce truly participatory mechanisms of decision-making.

Advocates of public participation in government face the challenge of educating these various stakeholders about core concepts of meaningful participation. It is not enough, however, to lecture about these issues in abstract terms. Rather, participation advocates must demonstrate to each party the value of effective public participation. Sustainable participation can be achieved only after each stakeholder is convinced that participatory mechanisms have the potential to benefit him or her personally.

The People's Audit Project has sought to tackle this challenge with an innovative curriculum, which has been implemented in various provinces throughout Thailand. The People's Audit Project brings together local elected officials, members of the police force, community leaders, ordinary villagers and external academic trainers in a cooperative setting. The aim is to explore ways to implement mechanisms of public participation that will be of benefit to everyone in the community, while instilling in program participants the capacity to identify opportunities for the expansion of public participation in a range of areas.

## **II. The Role of Public Participation:**

Prior to undergoing People's Audit training, few program participants had a clear understanding of what "public participation" means or of the role that it should play in government decision-making. Local officials, if they were familiar with the concept at all, typically viewed public participation from a "top down" perspective. In their view, public participation meant announcing their decisions to the public. These elected leaders were largely unfamiliar with the notion of soliciting public input as an integral part of the decision-making process. They found it difficult to believe that such a process could assist them in performing their functions. Community leaders and ordinary villagers also lacked the necessary knowledge to understand how public participation might be implemented in their communities and how participatory mechanisms could lead to tangible improvements in the delivery of public services and overall quality of life. The People's Audit training sessions have been highly successful in changing these initial perceptions and convincing the various stakeholders of the valuable role that public participation can play in their communities.

## **III. Public Participation Methods**

As its core activity, the People's Audit Project organizes multi-day training programs, which bring together all of the key stakeholders within a local community. These include local elected officials, members of the police force, community leaders and ordinary villagers. The training sessions are led by external academic trainers, all of whom have been trained extensively in the relevant concepts and presentation techniques. The program curriculum comprises both classroom and fieldwork activities. Trainers combine participatory lectures, which make use of carefully constructed slides, with smaller group brainstorming sessions and other activities. Program participants learn key skills such as "community mapping", which they practice during the fieldwork portion of the program. Each small group goes out into

the community and interviews local residents about their views regarding the delivery of public services (hence the name, "People's Audit"). On the basis of these interviews, the groups prepare detailed community maps, indicating problems and potential solutions, which they then present to the full class. Topics discussed in these presentations have included community security, watershed management and forestry policy, among other issues.

The People's Audit curriculum incorporates various methods and instruction techniques, including action planning, citizen dialogue and learning from action. It encourages participants to evaluate their communities critically, identifying both strengths and areas for improvement. The program stresses collective decision-making in a cooperative atmosphere, promoting social empowerment among the members of the community. Program participants are encouraged to reflect upon their dreams and personal vision for their community and the idea of commitment to one's community is a central theme of the training sessions.

The training program emphasizes the importance of internalizing the positive cycle that public participation can achieve: inspiration leads to innovation, which leads in turn to implementation, leading to improvement. Successful improvements inspire further ideas, perpetuating the virtuous cycle. In this way, the training sessions plant the seed for future expansion of participatory mechanisms and ensure that program participants have the capacity to implement effective public participation procedures independently.

The training sessions are only the first step. Following the training portion of the program, it is incumbent upon the participants to implement what they have learned in their communities. King Prajadhipok's Institute supervises and supports them throughout the implementation process. The People's Audit public participation model has been implemented in a variety of settings, including community policing, forest conservation, community radio and public service delivery at the municipal level.

#### **IV. Uniqueness of the Project**

This project is unique in that it successfully integrates “inside out” and “outside in” approaches to provide a comprehensive training program that builds the capacity of all relevant stakeholders and fosters a constructive relationship between providers and recipients of public services. In particular, the project focuses on informing and training regular people at the grassroots level, seeking to avoid the pitfalls associated with “top down” forms of “participation”. Training and educating elected officials is important, but informing ordinary citizens about their rights and responsibilities with regard to participating in government is paramount: by educating villagers and giving them the capacity to demand a meaningful role, the People's Audit Project helps to establish a culture of public participation.

#### **V. Project Results**

The People's Audit Program has been highly successful in promoting civic engagement and transforming communities of people into communities of *citizens*. The program has been implemented in several provinces, including Phetchaburi, Sakon Nakhon, Maha Sarakham, Songkhla and Chiang Rai. As a consequence of the People's Audit training sessions, these areas feature a substantially increased level of public awareness regarding the value of public participation. The members of the community have a heightened sense of belonging and understanding of their responsibility in society. Social cohesion has been strengthened, and members of the community proactively seek opportunities to express their opinions and play a meaningful role in government decision-making.

The transformation of attitudes among elected officials and police officers with regard to public participation has been especially striking. In several areas, the approach to community security has been overhauled as a result of the People's Audit training. Whereas, at the outset, police officials were skeptical of the value of

greater public involvement and the people were content to leave security matters to the police, after undergoing training, both parties have come to understand the benefits of increased collaboration. The police now realize that citizens can assist them in performing their duties more effectively, and the villagers understand that by working constructively with the police, they can improve the community's quality of life in tangible ways. In the province of Chiang Rai, similar improvements have occurred in the area of forestry management. Through their experience with the People's Audit program, forestry officials have discovered that members of the community can be a valuable asset in helping to protect the forest. Best of all, the assistance that ordinary citizens are now providing comes at no cost to the budget. The officials now realize that public participation can yield concrete benefits.

## **VI. Alignment with Core Values**

The People's Audit Project promotes the IAP2 Core Values in both the short and long term. It educates all of the relevant stakeholders about their rights and responsibilities in relation to each other, encouraging them to collaborate in a constructive, non-adversarial environment. The program gives ordinary citizens the capacity to demand a meaningful role and it demonstrates to government officials that public participation should be embraced, not feared. Through its focus on strengthening participatory democracy at the grassroots level, the project creates the conditions necessary for the development of genuine, sustainable public participation.





# Re-Imagining in the Calgary Catholic School District

## SUBMISSION International Association of Public Participation (IAP2)

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Title: Re-Imagining in the Calgary Catholic School District

Award Category: Organization of the Year Award

Nominee: Calgary Catholic School District

Contact Information: Mr. Michael Barbero  
Superintendent, Rocky View Area Schools / Facilities / Transportation

Mr. Gary Strother  
Superintendent, SE Schools / Information Technology

Calgary Catholic School District  
1000 - 5<sup>th</sup> Ave SW  
Calgary, Alberta  
Canada  
T2P 4T9  
Phone 403.298.1333  
michael.barbero@cssd.ab.ca

Participant References: Mr. David Cracknell, President Alberta Teacher's Association,  
Local 55  
Phone: 403.472.4045

Mrs. Jackie Prince, Parent Council member St. Albert the Great  
School Phone: 403.532.4306

**Publication Contact Information:**

Calgary Sun  
City Editor: Dave Naylor - 403.250.4122

Calgary Herald  
Education Reporter: Sarah McGinnis - 403.235.7210

CFCN  
Managing Editor: Jeff Little - 403.240.5614

## Case Study Summary

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Title	Re-Imagining in the Calgary Catholic School District
Organizing Group	Calgary Catholic School District (CCSD)
Location	Calgary, Alberta, Canada
Key Question/Problem	<p>The school district was faced with a need to focus on relationship building with key internal and external stakeholders. Relations with professional associations and unions had deteriorated over the last number of years, as a result of a provincial-wide teacher strike, which further weakened teacher morale in the District. The perception of District in the wider community was one of a “closed and controlling” school jurisdiction, detached from community concerns.</p> <p>How do we engage internal and external publics in rebuilding trust and transparency in the District? What public participation process has a track record of proven success?</p>
Sample Methods	<p>The IAP2 core values were the centre piece for all public participation events held by CCSD. The District made a huge cultural shift since starting the Re-imagining initiative, moving from the “decide-advise-defend” mode of communicating with publics to one of true public participation as identified by the core values.</p> <p>Within this framework we introduced the process to achieve sustainable decisions and introduced our publics to the IAP2 spectrum of public participation emphasizing the public participation goal, promise to the public, and the various techniques used in engaging the public’s involvement in sustainable decision making.</p>
Results	<p>The public consultation process has been fully integrated into all facets of District operations creating transparency, trust and achieving sustainable decisions that are “win-win” for all, and particularly for the children and families we serve.</p>
Impact Level	Major impact in public participation and decision making process.
Time Frame	20 months
People Engaged	Families of 43,791 students, plus 4,500 CCSD staff.
Web Link	<a href="http://www.cssd.ab.ca/default.asp?V_ITEM_ID=1155">http://www.cssd.ab.ca/default.asp?V_ITEM_ID=1155</a>

**Public Participation Challenges and Opportunities**

3

*(Describe the mission of the organization and its challenges with regard to internal and external stakeholders or public entities)*

Calgary Catholic School District (CCSD) is a learning organization that empowers students to reach their full potential, to meet the challenges of life, to serve their community and to journey in faith with God, through Christ, in the Spirit. CCSD serves more than 44,000 students in 103 schools in Calgary, Airdrie, Cochrane, Chestermere and the Municipal District of Rocky View. CCSD is the largest Catholic school district in Alberta and the third largest school district in the province.

CCSD draws its purpose, mission, and vision from the five Pillars of the Learning Organization. The Pillars consist of: Catholicity, Instructional Focus, Accountability, Fiscal Responsibility and Dignity and Worth of Individuals. The Pillars bring our faith together with learning, morality, and responsibility - providing a model on which to base our District and our lives.

Choice in educational options for families has expanded to include a variety of private and charter schools operating within the city. Last year's population saw a 1.8 per cent growth in Calgary, which is significant for major metropolitan areas. Calgary's population is forecasted to continue to grow by 20,000 annually over the next five years. With such significant growth in population and varieties of educational choices for families, it was important to ensure that CCSD would remain a competitive and attractive option for parents.

CCSD operates schools in all quadrants of the City of Calgary, serving a broad range of communities with varying levels of socio-economic backgrounds.

The perception of CCSD outside the organization was that the district's approach with its key stakeholders was in need of change for a number of reasons:

- Relationships with identified key stakeholders of our District were strained due to differing opinions over significant issues in the past 2-3 years.
- A challenging situation involving a board trustee had tarnished the District's image with its stakeholders.

The District was experiencing significant employee turnover rates in non-school based positions. Informal feedback as well as feedback from employee sessions indicated that this could be attributed to the economic boom within the city as well as poor employee morale.

There was a lack of relationship building with CCSD's key internal and external stakeholders. Relations with professional associations and unions had deteriorated over the last number of years, as a result of a provincial-wide teacher strike, which further weakened teacher morale in the District.

## Rationale for Public Participation

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*(Discuss the rationale or impetus that led the organization to embrace the principles and values of public participation)*

Within this environment, it became extremely important to enhance trust, partnership and public participation into the educational venture. CCSD welcomed a new chief superintendent in March 2007 and a newly elected board after the October 2007 elections. An ideal opportunity existed to positively reposition the District both internally and externally through a collaborative approach to change.

The new leadership at CCSD determined that moving forward as a district would require a common understanding of the organization's purpose and goals so that all employees and key stakeholders could be unified and aligned in working to achieve a shared vision.

CCSD began researching proven public participation processes and the search led to the International Association for Public Participation (IAP2). The views held by IAP2 were very much in keeping with the needs of CCSD. The IAP2 statement - *"IAP2 views public participation as any process that involves the public in problem solving or decision making and uses public input to make decisions"* was exactly what the District needed to embark upon.

In November 2007, CCSD sent two of its senior officers to the IAP2 conference to begin their training in the multiple facets of public participation (planning, techniques and communication for effective public participation). Besides the excellent training they received, our representatives were very impressed by the hands-on practicality of the training, led by experienced practitioners in the field of public participation bringing their knowledge, challenges and successes to the training session. The value and impact of public participation processes quickly became evident and CCSD began to move forward to change its approach to public participation.

With this new knowledge base, Dr. Miller (the new chief superintendent) and her senior administration team began to work with all staff to identify an opportunity to fundamentally change the way our organization operates. Rather than accepting the status quo, she empowered all employees to look at making positive changes toward improving the culture within CCSD. The initial phase of the plan was to utilize the proven IAP2 core values as the foundation of the public participation process. The core values were then coupled with the development of the Re-imagining initiative to provide a framework for change. This initiative involved key stakeholders in taking a collaborative approach to leadership within CCSD to create a culture shift that would position the organization as a top employer and a District of choice for Calgary parents.

The Re-imagining initiative was designed to introduce a new approach to public participation, starting internally with our various employee groups and progressing to external stakeholder groups, in order to positively reposition the District through a collaborative problem solving approach to change.

The following goals were established:

- Engage key stakeholders in taking a collaborative approach to leadership within CCSD in order to create a culture shift. CCSD began its Re-imagining process by stating the core



values of public participation (*those who are affected by a decision have a right to be involved in the decision making process*).

- Align and unify all stakeholders (internal and external) under a shared vision that they felt involved in creating; so that they could trust that their contributions would influence the outcome (*the public's contribution will influence the decision*).
- Create attainable and sustainable decisions (*participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers*).
- Communicate with all interested stakeholders outside the normal school community (*participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision*).
- Develop different modalities for involving and communicating with stakeholders (*input in designing how each group participates*).
- Provide a variety of data and information that is timely and easily accessible through a variety of mediums (*provides participants with the information they need to participate in a meaningful way*).
- To create sustainable decisions by following the IAP2 core values and the scale of influence (*communicates to participants how their initial input affected the decision*).

### Impact of Public Participation on Decisions

*(Give examples of specific ways that public participation has impacted decisions, and leveraged or created opportunities for your organization. Show the connection between the public participation processes and the shape of the decision(s))*

Creating a fundamental change in the culture within such a large organization required the endorsement and support of all CCSD stakeholders, as well as those school communities who utilize its services. CCSD leadership launched the Re-imagining initiative, defined as a process of honest and open communication involving all stakeholder groups that was based on a concept outlined in the book, *Shepherd Leadership* (McCormick, Davenport, 2003). Shepherd leadership is a shared leadership style in which all members of the community share responsibility for moving the District forward in a way that is committed to service and relationships that demonstrate “what it looks like when the best happens.” In order for the Re-imagining initiative to truly be a process of open, two-way communication in an effort to create an organizational culture change, all stakeholders would need to endorse this shared approach to leadership and be true to the IAP2 core values.

Throughout the process of Re-imagining with various stakeholder groups, the question, “What would it look like if the best happened?” was expanded to include other questions that narrow the possibilities of sustainable decisions. These included: “What are some of the challenges and barriers to the best happening?” and, “What are some strategies for a solution to these challenges and barriers?”

The approach of Re-imagining became a part of how CCSD operates to involve the public in the decision-making process. Rather than making major decisions in the absence of consulting the public, CCSD now seeks to engage those who will be affected by the decision in the process of coming up with viable solutions. Several examples of the revised approach to community consultation occurred throughout the past two years when CCSD engaged various communities in a consultation process to determine the best solution to accommodate students within schools that had reached capacity and schools that were being considered for closure. The

decisions made would affect families living in these communities and determine which schools their children would eventually attend.

6

Re-imagining sessions also occurred related to overall CCSD policies, procedures and approach to education.

IAP2 Core Values are the foundation piece for Re-Imagining. The core values were the centre piece for all public participation events held by CCSD. The District made a significant cultural shift since starting the Re-imagining initiative, moving from the “decide-advise-defend” mode of communicating with publics to one of true public participation as identified by the core values.

Within this framework we introduced the process to achieve sustainable decisions and introduced our publics to the IAP2 spectrum of public participation, emphasizing the public participation goal, promise to the public, and the various techniques used in engaging the public's involvement in sustainable decision making.

### **Alignment with Core Values**

*(Describe how the core values were met)*

The Re-imagining initiative was defined as a process of honest and open communication involving all stakeholder groups. All members of the community share responsibility for moving the District forward by committing to serve others and build relationships that demonstrate what it looks like, “when the best happens.”

Planning for public participation processes began to integrate the IAP2 techniques into the District's meeting development. We began by committing to the core values of public participation first and foremost, and then identified decision makers, clarified the scope of the decision, and identified preliminary stakeholders and issues. Next we became committed to “learning from the public” and began to understand how people perceive the decision, correlated stakeholders and issues, and reviewed and refined the scope of the decision. We then selected the level of participation and assessed the internal and external expectations selected from the IAP2 Spectrum and assessed the readiness.

The greatest challenge for CCSD was to define the decision process and participation objectives. Utilizing the IAP2 core values and objectives greatly assisted the introduction of the new process. Once the participants saw that everyone held to the goals, objectives and promise of public participation, the process began to flourish and become infectious. We completed the process by designing the public participation plan, determining the plan format, integrating baseline data into the plan format, identifying public participation techniques and identifying support elements for implementation and evaluation.

The District made excellent use of proven IAP2 techniques for public participation comprised of forums, polls, fairs and events, focus groups, interviews, advisory groups, open houses, study circles, surveys, workshops, world café, and internet surveys.



Re-imagining initiatives that occurred over the past school year are included in the table below. In addition to the list below, numerous public participation sessions were held in individual school communities to assist in their decision-making processes related to school boundary, school closure and student accommodation decisions.

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<u>Date</u>	<u>Event</u>
Nov 22 - 23, 2007	Administrator Retreat - IAP2 - Re-Imagining Introduction
Dec 5, 2007	IAP2 Presentation to Board of Trustees
Dec 6 - 11, 2007	Parent Council Public Participation Process
Feb 15, 2008	IAP2 Process – Re-Imagining with District Exempt Staff
March 14, 2008	Re-Imagining – Public Participation Process with Alberta Teachers' Association and Union Executive
March 27, 2008	Re-Imagining Public Participation Teaching Staff
May 2, 2008	Re-Imagining Public Participation with Canadian Union of Public Employees – Caretaking/Maintenance Staff
May - June, 2008	All public participation meetings held with communities are utilizing IAP2 core values in the Re-Imagining Process
Sept 3, 2008	District-wide Administration Re-Imagining
Sept 22, 2008	Non School Based Staff
Sept 30, 2009	District Leadership Council (DLC)
Oct 17, 2008	Trustees & Superintendents
Oct 14 & 21, 2008	Shepherd Leadership Mtg for Potential School-based Admin
Oct 28, 2008	District Leadership Council (DLC)
Nov 3, 2008	District Faith Day
	Re-imagining session with District Students
Nov 6, 2008	Various District Schools
Nov 13 & 14, 2008	Fall Leadership Conference
Nov 28, 2008	Canadian Union of Public Employees (CUPE) Session 2
Dec 2, 2008	District Leadership Council (DLC)
Dec 5, 2008	Finance/Business Services
Dec 9, 2008	Information Technology
Jan 13, 2009	Substitute Teachers
January 2009	Parent/Trustees Forums (Session 3)
Feb 10, 2009	District Leadership Council
Feb 13, 2009	Follow Up Session - CUPE
Feb 26, 2009	Vice Principal Retreat
March 4 - 6, 2009	Lakeland Catholic School District Discussion Guidelines for Re-imagining Implications
March 27, 2009	Caretakers, Cleaners, Maintenance
April 7 & 8, 2009	Trustee Retreat
Apr 27, 2009	CCSSA, Kananaskis
May 25, 2009	Re-Imagining session with District Students
May 29, 2009	District Logo Evolution Focus Group – cross-section of stakeholders

## Evaluation against Core Values

*(Tell how the organization is evaluating how well it is fulfilling the spirit of IAP2 core values)*

CCSD believes that the best assessment comes directly from participants. Throughout our Re-imagining processes we continually seek to find out how the process is progressing and how the needs of those involved and impacted are being met. From our evaluation process we have learned valuable information related to how to make the public participation process more efficient. The most effective evaluation tool is for us to communicate through a variety of media with stakeholders to understand whether we have arrived at the best solution possible. No longer do we go to school, community or labour meetings with a pre-determined decision. Where previously the audience was expecting a decision and were lining up at the microphone ready to disagree with it, they are now fully involved in determining the best solution. Public consultation meetings now attract overflow crowds (as evidenced by the photos attached) fully expecting to begin work on arriving at sustainable decisions that are “win-win” for all, and particularly for the children and families we serve.

Evaluation of success takes place at the end of each public participation meeting, followed up with an opportunity for feedback to be sent via our district website. The evaluation process is held up against the IAP2 core values and each core value is examined against the District's process and how well the core values statement was met. This is done in the realm of a 360 feedback loop.

We expect success to be ongoing, since Re-imagining and IAP2 core values have become our standard approach to public participation. It is evident already, however, that a marked change has taken place. We are looking forward to the continuous evolution of Re-imagining and constant evaluation of success and potential areas of improvement.

“Each person's view is a unique perspective on a larger reality. If I can “look out” through your view and you through mine, we will each see something we might not have seen alone.”

*Peter Senge*

## Stakeholder Public Participation

Row A – District Leadership Re-Imagining Session

Row B – Community Consultation – discussing school capping and redirection of students.

Row C – District Leadership Council – IAP2 core values and sustainable decision workshop



# The Sellwood Bridge Project

**IAP2 Project of the Year Award Submission**

***THE SELLWOOD BRIDGE PROJECT***

**June 8, 2009**



**Submitted by:**

JLA Public Involvement: Alex Cousins  
in partnership with:

- CH2M HILL: Marcy Schwartz
- Cogan Owens Cogan: Elaine Cogan

on behalf of:

Multnomah County, Oregon: Mike Pullen

**References:**

Laura Jackson  
Community Task Force Member  
(503) 754-1480  
Laura@corvid-consulting.com

Mauricio LeClerc  
Project Management Team Member  
(503) 823-7808  
Mauricio.leclerc@pdxtrans.org

**Publications for award  
announcement:**

Dylan Rivera  
*The Oregonian*  
dylanrivera@news.oregonian.com  
(503) 221-8532

Eric Norberg  
*The Sellwood Bee*  
readthebee@myexcel.com  
(503) 232-2326

Jim Redden  
*Portland Tribune*  
jimredde@portlandtribune.com  
(503) 546-5131

**Contact:**

Alex Cousins  
JLA Public Involvement  
1110 SE Alder Street, Suite 301  
Portland, Oregon 97214  
alex@jla.us.com  
(503) 235-5881 (W)  
(503) 230-4877 (F)





Title	The Sellwood Bridge Project
<b>Organizing Group:</b>	Multnomah County
<b>Location:</b>	Portland, Oregon; county population 710,000
<b>Key Questions/Problem:</b>	Lead a community decision-making process to repair or replace an 83-year old bridge that is a key part of the Portland regional transportation system, with 30,000 daily users. How to balance intense local interest in the project with the need for regional input, as well as specific user groups? How to arrive at a sustainable, consensus-based decision in a politically-charged environment with competing interests?
<b>Sample Methods:</b>	Web-based interactive tools, community meetings, stakeholder briefings, newsletters, speakers bureau, advisory committees, bridge banner
<b>Results:</b>	Regional consensus for a preferred alternative to replace the Sellwood Bridge with a new structure, on the existing alignment, featuring enhanced facilities for all modes of travel: car, truck, transit, bicycle and pedestrian. Decision was based on a comprehensive, three-year public involvement and technical decision-making process that reflected input from thousands of people.
<b>Impact Level:</b>	Portland metropolitan region
<b>Time Frame:</b>	Three years; Feb. 2006 - Feb. 2009
<b>People Engaged:</b>	Over 10,000
<b>Web Link:</b>	<a href="http://www.sellwoodbridge.org">www.sellwoodbridge.org</a>

## 1. The Sellwood Bridge Challenge

The Sellwood Bridge is an 83-year old, two-lane, steel truss bridge across the Willamette River in Portland, Oregon. It is one of six Willamette River crossings owned and maintained by Multnomah County and carries the most traffic of any two-lane bridge in Oregon (30,000 daily users). The structure has been deteriorating for decades and the county has lacked funds to fix or replace it. After an inspection in 2003 revealed serious cracks in concrete girders that support the bridge deck, the vehicle weight limit was reduced to 10 tons, banning buses and large trucks from using the bridge and heightening community concerns about safety. Fixing or replacing the bridge became the county's top transportation priority.

In spring 2006, Multnomah County with its project partners initiated a planning process to find a long-term solution to the Sellwood Bridge problem. The effort faced many challenges. One was the severity of the bridge's condition. It was under-built from the start. Combined with an ongoing landslide on the west end of the bridge, and decades of use by heavy trucks and buses, it is in a severely weakened state. In fact, on a federal sufficiency scale, the bridge scores just 2 out of a possible 100 points.

There were numerous constituencies with a stake in the future of the Sellwood Bridge. People who live and work in the dense residential and commercial developments close to the bridge were one such group. The Sellwood community, a historic neighborhood of small businesses and middle class homes at the east end of the bridge, was another. The neighbors voiced opposition to any solution that would bring more commuter or truck traffic across the bridge and onto their neighborhood streets. Another component, less vocal than the rest, were the bridge users, more than half of whom commute from a neighboring county, outside Multnomah County's jurisdiction (which contributed to an "us vs. them" dynamic). Additionally, the region's politically active bicycle/pedestrian community has long been challenged by the bridge's inadequate sidewalk and lobbied for a more user-friendly facility. Commercial truck owners and bus riders desired a safe bridge they could use once again. The diversity of stakeholder needs added to the challenge of developing a solution that would satisfy all of the interests in the project.

Unfortunately, barely a year into our planning process, the I-35W bridge over the Mississippi River in Minneapolis collapsed. This heightened community concerns about a similar fate for the Sellwood Bridge and greatly increased public pressure on our planning team and the political leadership to arrive at a solution quickly.

### Views on Public Participation

As the leader of the bridge planning project, Multnomah County organized a decision-making process that considered the views of all parties and would lead to a sustainable decision that was based on regional consensus. County staff and elected leaders believed that only a solution derived from broad community input would have the regional support needed for an implementable, fundable solution. The county was committed to engaging all parties in a transparent decision-making process.

The political jurisdictions that were part of the process included the City of Portland, Metro (the area's elected regional government responsible for long-range transportation planning), and the Oregon Department of Transportation (which manages State Highway 43 at the west end of the Sellwood Bridge). Staff and elected leaders at these agencies were active participants, committed to a planning process that included robust public

participation. As noted, organized interest groups representing commercial trucks, commuters, bicyclists, pedestrians, business districts and neighborhoods insisted on an active role in project decision making. The large scale of the project, intense media scrutiny, and high public expectations for involvement meant that nothing less than a platinum level public participation effort would be acceptable, or in all likelihood, successful.

## 2. Public Participation Methods

Due to funding and regulatory issues, the project followed the U.S. National Environmental Policy Act (NEPA) planning process. NEPA projects typically involve rounds of community engagement at key technical milestones. Traditional public participation methods for NEPA include public meetings (open houses and hearings) and public information (stakeholder lists, newsletters, fact sheets, news releases and websites). We knew that in order to achieve community consensus on this difficult issue we would have to set a higher bar for public participation than a typical NEPA effort.

In addition to all of these elements, the planning team put a heavy emphasis on direct stakeholder outreach, meeting early and often with businesses, property owners, and other groups who were highly interested in, or would be impacted by, the ultimate decisions. Even before engaging the consultant team, county staff conducted 36 outreach meetings with stakeholder groups. The purpose was to announce the start of the project, identify issues of interest, and explain how citizens could apply to serve on a Community Task Force. The Task Force represented key community issues and stakeholder interests. Contact was maintained with these stakeholder groups throughout the three-year planning project through representation on the Task Force, briefings, mass mailings, surveys, and very well-attended community meetings.

A hallmark of the Sellwood Bridge public involvement process was our innovative use of online tools to expand the reach of community awareness and input opportunities. This was especially helpful in supplementing the public input received at our open houses, which tended to draw heavily from the neighborhoods surrounding the bridge. Obtaining regional representation was critical, so we worked extra hard to balance the local perspectives with regional input. Here are the highlights:

- **Project website** – We set up an easy-to-remember domain ([www.sellwoodbridge.org](http://www.sellwoodbridge.org)) and created a dynamic website to serve as the key public information resource for the life of the project. The website hosts an historical record of the project, online surveys, videos, meeting summaries, open house information and much more. To date, the website has received over 26,000 separate visits.
- **Online surveys** – Five online surveys were connected to decision milestones (community values, alternatives development, alternatives screening, bridge type, and preferred alternative). The surveys generated over 8,000 individual responses. For each survey, we collected demographic information from the respondents so that we could prepare cross-tabulations of the data and compare responses from the Sellwood neighborhood with responses from other parts of the Portland metro area. Additionally, we sorted responses by specific bridge user groups (bicyclists, pedestrians, commercial truck, etc.) which aided greatly in understanding their perspectives and needs.



- **“Build A Bridge” online tool** – During the alternatives screening step, there were so many different combinations of bridge elements to be evaluated (cross-section, alignment, interchange type, and rehab vs. replace options) that the elements combined to create 124 distinct alternatives! “How in the world do we present this information to the public in a meaningful way that can be understood?” we asked ourselves. Our solution was to create our own online decision-making tool called “Build A Bridge” which turned this decision point into a puzzle, making the complicated terms and ideas easier to understand (you can try it out for yourself at <http://sellwoodbridge.org/tool.aspx>). Each alternative was scored against criteria developed by the Community Task Force to represent the goals of the community. The tool was used in conjunction with an online survey and helped inform the public of the trade-offs involved with each alternative. More than 6,500 people used the Build A Bridge tool by choosing their preferred elements and creating their own virtual bridges. It was immensely successful, generated a lot of free media buzz, and has since been modeled for Metro’s High Capacity Transit Study (“Build A System” tool). In January 2008, we learned that the Build A Bridge tool won a national award from the U.S. Transportation Research Board as an innovative way to communicate technical transportation issues to the public.
- **Videos** – When the draft Environmental Impact Statement (a complicated technical document with 450 pages) was ready for public distribution, we posted a video on the website to help explain the key findings and how people could provide their comments ([www.sellwoodbridge.org/drafteis.aspx](http://www.sellwoodbridge.org/drafteis.aspx)). The video received 300 separate viewings. We have also recently posted a video (<http://sellwoodbridge.blogspot.com>) detailing the problems associated with the bridge and the steps Multnomah County is taking to ensure public safety until a new bridge is built.
- **Banner** – While not a high-tech tool, the project banner has been immensely helpful in attracting attention to the project. The highly visible banner, with the message “*Help decide the future of this bridge*” and the project website, was erected for about a month over the bridge at each decision milestone. It helped alert bridge users to the fact that another online survey was ready. With thousands of regional commuters using the bridge daily, the banner also broadened the reach of public input.

### 3. Why we think this project is special

Our public participation process resulted in a sustainable solution – a community solution. In addition to trying to solve a transportation need, the planning effort successfully incorporated the community’s values into the solution. The preferred alternative, selected with broad consensus, reflects the Portland region’s focus on sustainability and green solutions. Capacity will be added to the new bridge largely through improved bicycle and pedestrian facilities and transit, rather than additional lanes for single occupant automobiles. Safety features, such as dedicated bike lanes for faster commuting cyclists, were added without significantly expanding the project’s footprint or cost. Community input also convinced decision makers to select an alternative that will keep the bridge open throughout construction, something that was very important to local businesses and commuters. New alternatives suggested by the community were evaluated by the project team, including one alternative that was carried through the draft Environmental Impact Statement. Likewise, alternatives that elicited strong community opposition were eliminated early in the project.

Our decision-making process brought all interests along together. With the help of the consultant team, a specialized decision-making process and organizational structure was developed to guide the project. The Community Task Force met frequently with the project team and an independent facilitator as the project moved through six technical milestones. Using a consensus-based approach to decision making, over time Task Force members learned to respect each other's perspectives and work together constructively. Public input was provided to the Task Force before each milestone decision and vocal citizens participated in each meeting. The group considered neighborhood interests and the greater good before providing recommendations to the Policy Advisory Group. This group of elected and appointed leaders represented all the jurisdictions with an interest in the project and was given decision-making authority. In most cases, the Policy Group approved the Task Force recommendations, sometimes making minor adjustments. The Policy Group and Community Task Force held joint meetings before several key decisions, to ensure that their views and priorities were understood. All of these meetings were open to the public and well attended.

We solved a common public participation problem by significantly expanding the reach of public input beyond the immediate project area. For example, our mailing list alone grew to over 20,000 addresses. We used new tools and techniques to cast a wide public involvement net that successfully obtained the active participation of thousands of people throughout the Portland metro area. We also made a complicated, technical process easier to understand while encouraging the community to become educated participants in a transparent process. In doing so, we brought very different perspectives together to reach a consensus-based, sustainable bridge solution that successfully added transportation capacity while maintaining community livability.

#### **4. Results and the Role that Public Participation Played**

The project resulted in the unanimous approval by all the partner agencies of a preferred alternative: a two-lane bridge with dedicated bicycle lanes, two wide sidewalks for bicyclists and pedestrians, and built on the existing alignment in phases so that the bridge can be kept open throughout construction. The new bridge will restore bus and heavy freight service and can accommodate a future streetcar. None of these elements were pre-ordained. All grew out of the community conversations during the course of the project. The preferred alternative has broad community support and has convinced elected officials to put it first on a priority list of needed area transportation projects. In many respects, the Sellwood Bridge solution is synonymous with public participation.

#### **5. Alignment with IAP2 Core Values**

The Sellwood Bridge project embodies the IAP2 Core Values in every respect. Multnomah County had an ambitious goal for the Sellwood Bridge effort: develop a project that meets regional transportation needs by involving as many interested and affected community members in the decision as possible (Core Value #1). The main objective was to build public and agency consensus around an implementable solution that reflects community values and is sensitive to the environment – a sustainable decision.

Throughout the project, we took careful steps to communicate back to the public what we heard from them and how their input was being used (Core Values #2). Feedback loops in the form of stakeholder briefings, mass emails, newsletters, and website postings summarized the public input, described how it was influencing the project, and

indicated next steps. We even slowed the process down at times to accommodate requests for additional information and/or consider new ideas.

Several groups played key roles in the project development process: the Community Task Force, Policy Advisory Group, and participating agencies. Multnomah County established an intentional decision-making process that recognized the needs and interests of each group (Core Values #3). The structure of the PAG was unusual: This is a County project but the decision-makers represented, equally, all partner agencies. This ensured buy-in from the outset and a forum for resolution of differing perspectives: Multnomah County for fixing the bridge, Metro for smart growth, TriMet for transit interests, ODOT and the Federal Highway Administration for state highway capacity and safety, Clackamas County for commuter interests, and the City of Portland for transit, livability and bicycle/pedestrian accommodation. Multnomah County began the project with no preconceived solutions and served as an honest broker, bringing everyone together.

The project also accommodated technical agency staff and “expert” volunteers who had special areas of interest and knowledge that were not easily tapped through the public outreach process or the Community Task Force (Core Values #4). Working groups for cyclists/pedestrians, bridge aesthetics, and freight were established to provide in-depth involvement in specific aspects of the project for short periods of time. Though not a “working group”, the property owners near the bridge – those most directly impacted – also received frequent, in-depth consultation throughout the project.

At the beginning of the project we conducted stakeholder interviews with representatives of numerous interest groups to understand their issues and solicit ideas for the best ways to involve their constituencies (Core Values #5). This input guided development of our public involvement plan and generated some of the project’s best outreach ideas, including frequent email updates, focusing on the project website as a public information resource, conducting online surveys, distributing newsletters widely, and even putting a banner over the bridge. The public involvement approach was updated frequently throughout the course of the project based on community feedback and suggestions for improvement.

The “Build A Bridge” tool is an excellent example of Core Values #6 in action. Throughout the project we attempted to ensure opportunities for meaningful public input. When the alternatives screening step became so complicated and cumbersome that it threatened to limit avenues for informed input, we developed this innovative solution to present the information in a digestible way that was also attention-grabbing and fun. The surprise result was that the most complex step in the process also generated the most public input (6,500 bridge tool participants and over 3,000 completed online surveys for this step).

At every decision step – through newsletters, emails, the website, and at public meetings – we communicated to participants how their input was influencing the process, and eventually, the final decision (Core Values #7).



The bridge cross-section was taped to the floor at the first open house, so people could see how narrow it is.

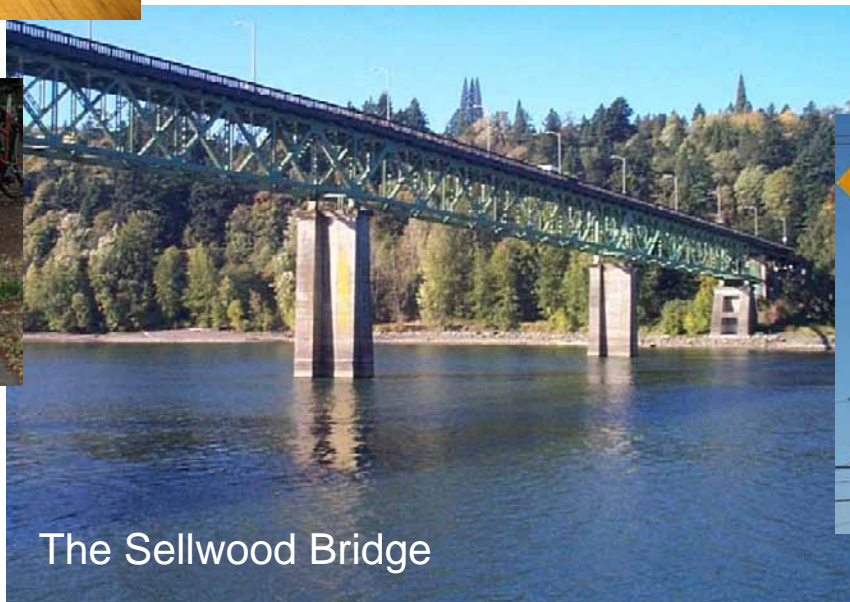
Our online "Build A Bridge" tool helped the public understand the costs and community impacts associated with the various bridge alternatives being considered.



The Community Task Force met 23 times. The meetings were well-attended and always lively.



There were 21 open houses and community briefings.



The Sellwood Bridge

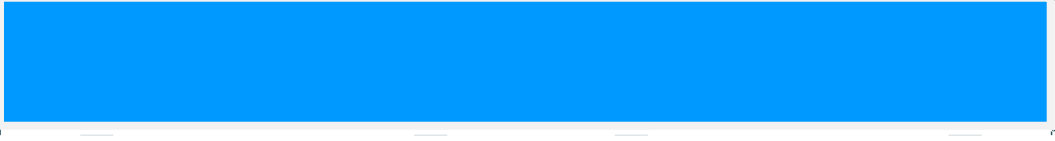


The open houses drew hundreds of people, mostly from the neighborhoods surrounding the bridge.



The bridge banner played a big role in attracting regional input through the website.





<b>Title:</b>	A Strategic Plan for the Champlain Health System: Integrated Health Service Plan 2010 – 2013
<b>Award Category:</b>	IAP2 2009 Core Value Awards: Project of the Year
<b>Nominee Names:</b>	Karen Patzer, Senior Planner Bernard Lamontagne, Senior Planner
<b>Contact Information:</b>	Karen Patzer 613.747.3220 <a href="mailto:Karen.patzer@lhins.on.ca">Karen.patzer@lhins.on.ca</a>  Bernard Lamontagne 613.747.3226 <a href="mailto:Bernard.lamontagne@lhins.on.ca">Bernard.lamontagne@lhins.on.ca</a>
<b>2 Participant References:</b>	1) Wilmer Matthews Board Member, Champlain LHIN 613.756.3151 <a href="mailto:wilmatthews@xplornet.com">wilmatthews@xplornet.com</a> <a href="mailto:Xerxes77w@aol.com">Xerxes77w@aol.com</a> <a href="mailto:wilmer.matthews@lhins.on.ca">wilmer.matthews@lhins.on.ca</a>  2) Cathy Jordan Chair, Ottawa West Community of Care Advisory Forum (CCAF); and Executive Director, Western Ottawa Community Resource Centre 613.591.3686 <a href="mailto:jordan@communityresourcecentre.ca">jordan@communityresourcecentre.ca</a>
<b>Contact Information for 3 Publications</b> (newspapers, journals, magazines, etc.) <b>to be notified if your submission is selected.</b>	1) Healthcare Management FORUM Managing Editor c/o <a href="mailto:manuscripts@cchse.org">manuscripts@cchse.org</a> . Canadian College of Health Service Executives 292 Somerset St, West, Ottawa, ON K2P 0J6 Toll Free: 1.800.363.9056 ext 22 Fax: 613.235.5451  2) Healthcare Quarterly Dianne Foster Kent Editorial Director, at <a href="mailto:dkent@longwoods.com">dkent@longwoods.com</a> . Tel: 416.864.9667 Fax: 416.368.4443  3) The Change Foundation e-Newsletter <a href="mailto:asunnak@changefoundation.com">asunnak@changefoundation.com</a> PO Box 42 200 Front Street West, Suite 2501 Toronto, ON M5V 3M1 Phone: 416.205.1353 Fax: 416.205.1440

<b>Title</b>	A Strategic Plan for the Champlain Health System: Integrated Health Service Plan (IHSP) 2010-2013		
<b>Organizing Group</b>	Champlain Local Health Integration Network (LHIN) – a Crown corporation of the Ontario government		
<b>Location</b>	Champlain LHIN office: Ottawa, Ontario, Canada.		
<b>Key Question / Problem</b>	<p>Public participation (P2) is a key mechanism by which the LHIN is connected, and held accountable, to the public and Ontario Ministry of Health and Long Term Care. The LHIN's challenges are:</p> <ol style="list-style-type: none"> <li>1) How and when to facilitate and incorporate P2 effectively, resulting in informed decision-making in health system strategic planning; and</li> <li>2) Creating and maintaining a culture of meaningful community consultation that will optimize the performance of an accountable and sustainable health system, while improving the health of the population.</li> </ol>		
<b>Sample Methods</b>	World Café Advisory Group Discussion Forums Central Information Contacts	Surveys Workshops Meetings Pareto Voting	Focus Groups Gallery Walk Keypad Voting eBlasts & Website
<b>Results</b>	<p>The LHIN used a person-centered approach to health system planning and integration (based on the Institute for Healthcare Improvement approach [<a href="http://www.ihl.org">www.ihl.org</a>]). This framework includes target populations, strategic directions, goals, and actions to develop an IHSP.</p> <p>Guided by the core values and techniques of the IAP2, the LHIN used a progressive methodology to engage and sustain all stakeholders in the process.</p> <p>P2 activities for the IHSP proved so valuable, it changed the LHIN's approach to strategic and project planning. Some examples of the global benefits gained during the IHSP P2 activities include:</p> <ul style="list-style-type: none"> <li>• significant increase in consumer participation and a strengthening of the LHIN's relationship with all stakeholder groups</li> <li>• validation of the person-centered approach.</li> </ul> <p>Specific to the IHSP, the input and guidance received from the community during P2 activities influenced the plan's development in the following ways:</p> <ul style="list-style-type: none"> <li>• altered the strategic directions, as well as the nature and prioritization of the goals, including the creation of an additional target population</li> <li>• integrated proposed activities into the IHSP, with performance measures</li> <li>• provided solid stakeholder feedback into the Board's decision-making process</li> </ul>		
<b>Impact Level</b>	The LHIN scope of responsibility, including 209 HSP organizations supplying health services to a population of 1.2 million, with an annual budget of \$2.5 billion.		
<b>Time Frame</b>	4 months		
<b>People Engaged</b>	>1,300 people, face-to-face, resulting in more than 4,000 contact hours.		
<b>Web link</b>	<a href="http://www.champlainlhin.on.ca">www.champlainlhin.on.ca</a>		



## The Problem and Challenge

Every three years, the fourteen Local Health Integration Networks (LHINs) in Ontario are required to articulate an Integrated Health Service Plan (IHSP), as defined in the *Local Health System Integration Act, 2006*, the Ontario LHINs' legislative framework. Based on community needs and input, and aligned to provincial governmental priorities, the IHSP identifies strategic directions, goals, outcomes and action plans for the local health system.

In many respects, the attributes of the Champlain LHIN typify those of Canada, as a whole, where our region covers a large geographic area (approximately 18,000 square kilometers) with a population largely clustered in urban areas with many surrounding, small, rural communities. Additionally, there is a strong Francophone presence (approximately 20% of the 1.2 million residents), and significant multicultural diversity (visible minorities make up 14 % of the total population).

To more fully understand local health needs, and provide ongoing opportunity for meaningful P2, the Champlain LHIN created six planning sub-regions comprised of three rural and three urban sub-regions. Community demographic and health status profiles of each sub-region indicate significant variability of needs.

The IHSP must achieve measurable improvements in population health and the health system while taking into account diversity among its community's stakeholders, balancing local variability, and aligning with provincial priorities. A solid P2 strategy and plan create a culture of meaningful dialogue and shared responsibility, and is critical to effective health system improvement.

## The Role of Public Participation

P2 plays a critical role in identifying important health issues, understanding diverse population needs, complex relationships and circumstances within local health systems and providing a clear rationale for plans and proposed actions.

The *Local Health System Integration Act, 2006* ensures ongoing community engagement (in this application, referred to as P2) as a legal obligation of each LHIN in its health system planning and system management. In this sense, the LHIN community is defined as HSP organizations, HSP employees and consumers. Beyond its legal requirement, the Champlain LHIN values P2 as key to achieving the following goals:

- Focusing on the needs of people
- Enhancing local accountability
- Promoting a shared sense of understanding and responsibility for health system improvements
- Making decisions more focused on the needs of the people impacted
- Providing more opportunities for community partners to have meaningful input into the decisions that impact them
- Working towards locally sustainable solutions as appropriate to each community.

Specific to planning the IHSP 2010 – 2013, P2 ensures our local community participates in shaping the strategic directions and goals for an integrated health system over the next three years.

## Public Participation Methods

The architecture that supports the LHIN's ongoing P2 activity includes:

- Geographically-based Community of Care Advisory Forums (CCAFs)
- Community of Practice Networks (COPNs) and Councils with specific subject matter expertise
- Réseau des services de santé en français de l'Est de l'Ontario, representing the needs of the Francophone population

- Aboriginal Health Circle Forum (AHCf), bringing together the interests of urban and on-reserve Aboriginal communities

Early in the IHSP planning process, the LHIN established a Community Engagement Advisory Group (CEAG) with representation from these groups. The CEAG's mandate was to design the P2 strategy and plan for the IHSP 2010-2013 process. Using P2 as a best practice, terms of reference were developed and these guiding principles adopted:

- **Transparency:** ensuring decision processes, procedures and constraints are known and followed
- **Responsiveness:** listening to and being accessible to concerns in a timely manner
- **Inclusiveness:** reaching out and listening to a diversity of residents, consumers and providers who will be impacted by decisions
- **Appropriateness:** using levels and methods of engagement that are appropriate to the target audience and purpose of the engagement
- **Accessibility:** providing clear information at all levels of engagement and reducing barriers to participation (i.e., language, physical environment, etc).

Key participant roles were clearly defined in the IHSP P2 process:

- Champlain LHIN Board, as decision makers
- Champlain LHIN senior management, as P2 process endorers and allocators of resources
- Internal project team staff, as executors of the P2 plan and coordinators of P2 activities and participants
- CEAG, as advisors to the LHIN on P2 design
- All stakeholders, as key providers of input into the IHSP's development.

The P2 plan was executed over a four-month period. The IAP2 methodology provided the LHIN with a clear planning process. It was executed by using techniques that correspond with participation objectives and align with IAP2 Spectrum of Public Participation.

IHSP Steps: IAP2 Level of Public Impact	P2 Objectives	Who	Techniques
1) <b>Define IHSP Strategy:</b> <i>Inform, Consult</i>	Raise awareness of the IHSP Initiative	All Stakeholders	LHIN e-Bulletin, Newsletter, Interactive LHIN Website, E-mail Blasts, Community Newspaper Ads, Central Information Contacts, Ongoing Advisory Group Meetings
2a) <b>Gather &amp; Disseminate Information:</b> <i>Inform, Consult</i>	Gather input on lessons learned from first IHSP	LHIN Staff, CCAFs, Le Réseau	World Café, Ongoing Advisory Group Meetings
	Solicit input on health system concerns	AHCF, Le Réseau, All LHIN Staff	Ongoing Advisory Group Meetings, Focus Groups
	Present "Lessons Learned" findings	LHIN Senior Management Team	Briefing
	Translate and publish Lessons Learned	All Stakeholders	Website

<b>IHSP Steps: IAP2 Level of Public Impact</b>	<b>P2 Objectives</b>	<b>Who</b>	<b>Techniques</b>
2b) <b>Define IHSP 2010-2013 Goals and Outcomes: Inform, Consult</b>	Inform on P2 findings, solicit feedback on strategic goals and outcomes	LHIN staff	Meeting
	Provide information and consult on goals and outcomes	All Stakeholders	Facilitated Public Meetings, Gallery Walk, Pareto voting, Surveys, Focus-Group Meetings
2c) <b>Refine Strategic Directions, Target Populations, Goals and Outcomes: Inform, Consult, Collaborate</b>	Provide information on process-to-date and findings; AND solicit feedback	All Stakeholders	Workshop and Computer Assisted Key-Pad Polling
	Approval	LHIN Board	Facilitated Board Retreat
	Inform on approval	Consumers	Website

June – October 2009:

3) <b>Draft IHSP Plan: Inform, Consult</b>	Solicit input on draft plan (final proofing)	All Stakeholders	Meetings, e-mail, Website survey
4) <b>Approval process for IHSP and Evaluation: Inform</b>	Approve IHSP 2010-2013	LHIN Board	Board meeting
	Inform all stakeholders of final IHSP plan and close feedback loop, complete evaluation	All Stakeholders	Website Meetings
	Review of P2 plan and evaluation	CEAG, CCAFs	Scheduled meeting

### Uniqueness of the Project

In January 2009, three senior Champlain LHIN staff members were certified in IAP2. Our LHIN was the first of 14 in the province to apply the IAP2 methodology to its IHSP project.

While P2 was used in the development of our inaugural IHSP in 2006, the IAP2 approach used in this project resulted in a significant increase in community involvement and created positive relationships across all LHIN stakeholder groups. Stakeholders were involved at each phase of IHSP development, with face-to-face interactions.

The IAP2 process, with the guidance of our IAP2 consultant, was instrumental in the success of the P2 plan for our LHIN. Process evaluation results collected during P2 activities demonstrated a high level of satisfaction with our process. Because of its success with this approach, the LHIN anticipates hosting IAP2 certification training for LHIN partners.

## Project Results

The IHSP project's P2 process resulted in a number of positive outcomes, including:

- Providing the LHIN the opportunity to practice IAP2 methodology gained from the course. P2 event participants clearly understood the scope and objectives of each P2 exercise.
- The IAP2 approach set an example for the HSPs in our region to undertake P2 for their organizational planning.
- The P2 process engaged the consumers of healthcare in a meaningful way. Previous engagement efforts largely focused on HSPs.
- Together, consumers and HSPs exchanged ideas and provided suggestions on how to improve the health care system. This meaningful dialogue strengthened relationships among the LHIN, its partners and consumers and enabled key stakeholders to embrace the proposed directions. This will have a long-term positive effect on making system changes.
- Significant improvement was made in the relationship with the French language network.
- This P2 process brought together Aboriginal peoples from different communities, helping to engage them in ongoing dialogue and planning.
- The physician focus group produced a multitude of ideas on how to best engage physicians in health planning, on an ongoing basis.
- The systematic approach used with the CCAFs ensured appropriate and effective utilization of these P2 bodies.
- Feedback received about the previous IHSP (resulting in a Lessons Learned document) during consultations provided support in taking a new approach to the new IHSP.
- Feedback received through the P2 process was incorporated into the development of the proposed strategic directions, goals and outcomes. In turn, these were presented to the Champlain LHIN Board for review and decision-making purposes.
- The Board endorsed the IHSP priorities identified through the P2 process.
- The experience gained from the P2 process changed how the LHIN will proceed with the planning and implementation of our future projects. We gained an effective approach and a well-established commitment to P2.
- A P2 email contact list was developed and will be used for future P2 activities.
- The IAP2 spectrum, Core Values and Code of Ethics will be used in future P2 meetings.

## Alignment with Core Values:

Core Value	Supporting Activities									
1) <b>P2 is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.</b>	Concerted effort to involve all Champlain LHIN stakeholders: <table><tr><td>Consumers</td><td>Partners</td><td>HSPs</td></tr><tr><td>Board</td><td>Senior Managers</td><td>LHIN Staff</td></tr><tr><td>COPNs</td><td>CCAFs</td><td>Councils</td></tr></table>	Consumers	Partners	HSPs	Board	Senior Managers	LHIN Staff	COPNs	CCAFs	Councils
Consumers	Partners	HSPs								
Board	Senior Managers	LHIN Staff								
COPNs	CCAFs	Councils								
2) <b>P2 includes the promise that the public's contribution will influence the decision.</b>	a) Board directed IHSP project team to engage in P2 b) Assignment of a Board member to the CEAG and Board attendance at P2 sessions c) Board approved the P2 plan, the strategic plan, and IHSP priorities identified through the P2 process d) Message to the CEO (every participant was invited to provide comments directly to the CEO) e) Website outreach and email communication.									

<b>3) P2 promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers.</b>	<ul style="list-style-type: none"> <li>a) Established a program of ongoing consultation with HSPs and other stakeholder groups</li> <li>b) Built stakeholder commitment to the IHSP with step-by-step approach</li> <li>c) Facilitated the development of specific recommendations that were presented to and approved by the Board.</li> </ul>
<b>4) P2 seeks out and facilitates the involvement of those potentially affected by or interested in a decision.</b>	<ul style="list-style-type: none"> <li>a) Involved the CCAFs, COPNs, physician group, AHCF, Réseau, target populations and their caregivers</li> <li>b) Held multi-stakeholder events that encouraged a better understanding of, and dialogue on, integrated health system planning</li> <li>c) Designed specific events to accommodate the needs of individual stakeholders groups</li> <li>d) Empowered stakeholders to engage each other to develop their own recommendations</li> <li>e) Reduced barriers to participation, offered transportation assistance to, as well as refreshments, at P2 sessions</li> <li>f) Held P2 sessions in locations convenient and appropriate to stakeholder groups.</li> <li>g) All public documents were written in plain language, translated into and provided in both official languages of Canada (English and French).</li> <li>h) For Aboriginal consultations, simultaneous translation services were provided.</li> </ul>
<b>5) P2 seeks input from participants in designing how they participate.</b>	<ul style="list-style-type: none"> <li>a) Formed an advisory group (CEAG) made up of representatives of key stakeholder groups</li> <li>b) Profiled the needs of each stakeholder group</li> <li>c) Designed a program of engagement to accommodate the needs of each group (i.e., Aboriginal, Francophone, and Target Populations).</li> </ul>
<b>6) P2 provides participants with the information they need to participate in a meaningful way.</b>	<ul style="list-style-type: none"> <li>a) Information kits were distributed prior to each P2 session, and documents updated, as they evolved</li> <li>b) The website was continually updated to reflect changes in the plan, as a result of stakeholder input</li> <li>c) A continuous feedback cycle was established between internal staff and external stakeholders</li> <li>d) Decision-making/planning process was iterative and consultation design was matched so that participants were engaged at multiple points throughout the decision-making process.</li> </ul>
<b>7) P2 communicates to participants how their input affected the decision.</b>	<ul style="list-style-type: none"> <li>a) Transparency: all documentation is available on the Website and updated as the process evolved</li> <li>b) Kept participants informed of the changes made based on their input</li> <li>c) At the beginning of each session, the level of participation along the spectrum was defined.</li> </ul>

## Photos and Images



# Sustainable Planning Through Inclusion



**Sustainable Planning Through Inclusion**

Project of the Year Award

San Diego County Regional Airport Authority  
Sandi Sawa  
P.O. Box 82776  
San Diego, CA 92138  
ssawa@san.org  
619.400.2464

Tait Galloway, City of San Diego  
Rick Beach, Community Airfields Association of San Diego

San Diego Union Tribune  
PO Box 120191  
San Diego, CA 92112  
619.542.4599  
Matthew.hall@uniontrib.com

Journal of the American Planning Association  
245 Fourth St NW  
Ste 204  
Atlanta, GA 30332-0001  
404.894.0569  
japa@coa.gatech.edu

American Association of Airport Executives  
Sean Broderick  
External Communications  
703.824.0500, Ext. 126  
sean.broderick@aaae.org

**Case Study Summary**

Title	Sustainable Planning Through Inclusion
Organizing Group	San Diego County Regional Airport Authority
Location	San Diego County, CA, population 3 million
Key Question/Problem	How can airports operate safely and be protected from encroachment that would limit their use, while not overly restricting the rights of property owners to develop their land near those airports?
Sample Methods	Advisory committee, public workshops, stakeholder speakers bureau, community and stakeholder briefings, direct presentations to decision-makers by stakeholders
Results	After forming the advisory committee, representatives engaged their constituents, provided recommendations to Authority staff and developed creative solutions to resolve conflicting land use issues. The airport land use compatibility plans adoption process is approximately 70-80 percent complete for San Diego County airports.
Impact Level	County/Regional
Time Frame	3+ years, ongoing
People Engaged	1,000 plus citizens
Web Link	<a href="http://www.san.org/airport_authority/land_use_compatibility/atag.asp">http://www.san.org/airport_authority/land_use_compatibility/atag.asp</a>

## The Problem and Challenge

### “Overregulated for safety?”

In 2005, the San Diego County Regional Airport Authority released a single draft Airport Land Use Compatibility Plan (ALUCP) that created composite zones to address each of the airports in the county. The purpose of this plan was to protect the safety of people and property on the ground and the pilots and passengers flying an aircraft in the vicinity of the county's 16 airports, including general aviation, commercial and military airports. The ALUCP, as required by state law, is also intended to protect the future viability of airports by restricting land uses that would tend to reduce the use or capacity of those airports. The ALUCPs, however, have no land use authority in their own right; to be effectively administered, all of the local agencies including the cities and the county in the region needed to adopt and incorporate the plan's policies and guidelines into their respective land use plans and governing documents.

Many stakeholders from the development community found the draft plan confusing and overly restrictive. They felt it did not take into account practical impacts and put unrealistic restrictions in place. For many developers, it was perceived as an overreach of authority that was not justified given the relatively rare occurrences of flight mishaps that put people on the ground at risk. They felt that in the balance between safety and property rights, that their rights had been largely ignored in the draft plan and that they should have been consulted with in a rigorous fashion to avoid a number of negative and unintended consequences. The issue of whether and how heavily economic impacts should be factored into the plan was a major point of contention between these stakeholders and the Authority staff. On the other hand, pilots, the aviation community and the military were largely in support of the plan. They felt that up until this plan was released, that safety and airport viability had consistently taken a back seat to development interests and that this was finally a step in the right direction. The result was a deeply divided group of stakeholders with the Airport Authority and the ALUCP clearly caught in between. As a consequence, the Authority's commissioners directed their staff to convene an advisory group and hold a series of meetings to hear from all the stakeholders before bringing a revised plan back to them.

To address the concerns regarding the draft ALUCP, the Airport Authority staff convened the Airport Land Use Compatibility Plan Technical Advisory Group (ATAG) in January 2006. The ATAG was designed as a forum to improve communication, clear up misunderstandings and collectively engage in an ALUCP planning process with stakeholders' input and interests in mind. In the beginning, there were only four meetings planned and no implicit or explicit expectation of reaching consensus. Looking at the IAP2 Spectrum of Public Participation, it was largely conceived as a consultation process.

Representatives from a wide range of stakeholder groups were invited to participate in the group. Nearly 50 individuals from local cities, airports, the military, other government and regional planning agencies, pilot groups, private property owners, school districts, economic development organizations, community planning groups and professional architect, environmental, and land use associations were convened in the process.

As the group began to meet, it became clear that in addition to some of the fundamental policy issues some stakeholders had with the plan, that the different jurisdictions that were going to have to adopt and implement the policies had concerns about the practical implementability of the plan. Because all of the compatibility factors (noise, safety, airspace protection and overflight) had been combined into a single set of composite zones and restrictions at each airport, for example, it was difficult to understand or explain whether a property restriction was based on a safety concern or a noise issue. Without the ability to trace a restriction back to its underlying justification, local agencies were concerned that they would have a difficult time justifying those restrictions to their policy makers and land owners. The development industry stakeholders agreed wholeheartedly that this was an issue. As each stakeholder group argued for additional or fewer restrictions on land uses around airports, it became clear that a different approach would be needed to resolve these issues. Miraculously, it was the stakeholders themselves who came to the conclusion that a more collaborative process was needed that would ensure all potential interests and consequences were recognized in whatever policies were adopted.

The San Diego County Regional Airport Authority agreed with the stakeholders that this was a worthwhile effort and authorized staff to proceed with a process that moved sharply to the right on the IAP2 Spectrum. What ensued was a journey that has taken more than three years and over 100 meetings, including full ATAG meetings and various subcommittee meetings that it spawned. From this process, an entirely new approach to airport land use compatibility plans was created collaboratively by staff and stakeholders, including:

- rejecting the former composite approach in favor of a layered approach that clarified which compatibility factor was responsible for which restrictions
- separating the single plan into a series of plans for each individual airport
- adopting an objective process and set of criteria for adapting standard state policies and land use zones to the specific circumstances of each airport
- developing new ways of calculating and describing density restrictions that were more familiar to and better understood by developers
- creating policies that dealt with special situations such as redevelopment areas, clustering of buildings and additional safety standards for buildings near airports that would improve survivability in the event of an airplane crash

### **The Role of Public Participation**

*"I Want My Voice Heard!"*

As mentioned, ATAG was initially conceived as a consultation process that would meet just a few times. The initial objective was to collect the range of views of the participants using neutral facilitators to assist with that process. Developers saw this as their opportunity to finally have their concerns factored into the decision-making process. Pilots and the aviation community tended to perceive it as a delaying tactic intended to weaken safety and airport protection.

Over the course of the process, people's attitudes toward public participation have changed dramatically. Instead of it being an adversarial advocacy effort, people now see that it helps them understand each others interests to create mutually acceptable solutions and reach consensus on their recommendations. Stakeholders that have previously been in conflict with each other have begun to collectively appreciate how complicated the issues are and that there are no easy, simple answers. By the second meeting, the group realized that a few meetings were not going to yield good solutions. They also realized that they had the collective experiences and insights to come up with something better. The group developed and adopted guiding "Principles of Participation" to govern their work, both inside and outside the group meetings, to ensure each member was committed to and upholding key process principles to achieve the outcomes they expected.

In addition to the group's own adopted process, Airport Authority commissioners embraced and encouraged the effort as a model for problem solving for the Authority and broader community. The members were empowered at the highest levels to produce collaborative, consensus-driven work to help the Authority achieve its goal of effective stakeholder engagement.

The group has now built relationships of trust and respect that enable creative, collaborative dialogue and problem solving to occur. Airport Authority staff, along with the consulting firm who helped draft the initial plan, work with ATAG stakeholders to develop consensus on principles and guidelines that achieve the objectives of airport land use compatibility planning while avoiding unintended negative consequences for land owners in the future.

Out of this process, the group has also realized that in order to have public acceptability, technical feasibility and economic viability (the pillars of sustainability), a high level of mutual understanding of each other's perspectives and knowledge is necessary in order to design effective policies.

The group also realized that the advisory committee was simply the hub of the wheel and that robust engagement of the constituencies and communities they represented would also be necessary for the plans to gain acceptance and adoption. Thus, public participation had to play both a problem solving and a vigorous outreach role to ultimately succeed.

## **Public Participation Methods**

### **“Engage and Inform”**

In addition to forming the ATAG committee, Airport Authority staff has hosted ongoing public workshops in each community affected by the ALUCPs. Upon arriving at each workshop, individuals can find their house/development project using Geographic Information Systems (GIS) technology. They can also visit individual stations that cover topics such as *Airport Influence Area*, *Noise*, *Safety*, *Airspace Protection*, *Overflight* and the ATAG. There is also a station for visitors to leave written or verbal comments about the environmental analysis done for each of the draft ALUCPs.

In 2007, Airport Authority staff developed and distributed presentation packets for ATAG representatives to share with their constituents and use for presentations in their communities. This constituted a kind of “speakers’ bureau,” except the speakers were the ATAG stakeholder members themselves. As part of their capacity-building efforts, the Authority provided effective presentation training skills to representatives. The packets included a PowerPoint presentation, Presenter’s Notes, Tips for Q&A and a one-page description of overflight notification tools. They also provided materials intended for the constituents, including the revised ALUCP and related Fact Sheets, contact information for Airport and Aircraft Operations and Land Use Authority in San Diego County and an ATAG Community Outreach Feedback form. Electronic copies of the materials were also provided on a CD that accompanied the packet. These materials continue to assist ATAG representatives in keeping their constituents informed.

Staff conducts ongoing stakeholder briefings on individual ALUCPs to cities, the County Planning Commission, community planning groups, business and economic development groups and civic organizations.

ATAG members have also presented committee and subcommittee recommendations directly to the Airport Authority decision-makers on behalf of the ATAG.

## **Uniqueness of the Project**

### **“What are we not anticipating?”**

The ATAG process is unique for several reasons. First, it ensures all consequences, both intended and unintended, are fully understood and explored by the decision maker before it adopts an airport land use compatibility plan. This has become a criterion for knowing when to close an issue and also acts as a balance among different factions to come to a reasonable compromise.

Second, for something to be sustainable it must work now, it must work in the future and it must work for everybody. ATAG and the extended outreach process became the vehicles that ensured all three of these were present in a decision. To achieve the third requirement in particular – that it works for everybody – required an inclusiveness that, if not unique, certainly was on the outer limits. It took a 50-person committee to represent all interests, given the size of the region, the number and different types of airports and the widely divergent land use patterns, ranging from dense urban areas to near wilderness.

Third, and perhaps most unique, is that the collaborative process was not intended by design, but rather was a natural and organic outgrowth of the opportunity to create more sustainable solutions that the antagonists saw themselves. The fact that the convening authority was willing to make such a dramatic shift in its intentions, and put forth an unprecedented amount of effort and resources to engage stakeholders and communities was itself remarkable.

Lastly, the ATAG process is unique because it brings public participation into a new arena by establishing a model to guide airport land use compatibility planning. It is the first time such a collaborative process has been used for ALUCPs in the state of California and has yet to be attempted on a national level.

## **Project Results**

“What do I tell the guy at the counter?”

Approximately 70 percent of the ALUCPs for the county have been adopted so far. All of the rural airports and two U.S. Marine Corps (Camp Pendleton and Miramar) air stations have been adopted and the urban airports are in the process of being adopted. San Diego International Airport and two U.S. Navy air stations are the remaining ALUCPs to be adopted.

Through this education and sensitizing process, developers gained a greater understanding of the challenges the aviation community faces, and the aviation community saw that some restrictions did not make sense because they did not offer any real additional protection or safety value. Everyone gained a better understanding of how challenging it would be to explain these compatibility factors and restrictions to the eventual impacted individual. Throughout the discussions, the group constantly asked itself how these policies would actually be applied and communicated at the user level. Typically this interaction occurs at each jurisdiction’s planning department counter, where developers and builders stand across the counter from a city or county staff person with their maps in hand and try to understand if their proposal is permissible. This imaginary encounter was revisited over and over in the group’s discussion as a litmus test of whether the policies would work in practice. The mutual understanding each group gained about others’ needs led to creative solutions and ensured that solutions would “work for everybody.”

“Clustering” is an example of a creative solution that was only made possible by understanding each other’s needs. The development community realized that an important issue for pilots is to have a safe place to land if they are faced with mechanical difficulties when landing or taking off. They listened when pilots said they need roads, parks, golf courses or open areas where they can land a plane that ideally has no or few obstructions or people near it. The development community realized that the issue was configuration versus density. They asked pilots if it would work to configure the buildings on a parcel in such a way that it essentially provided an unofficial place to land, putting more density on certain parts of a parcel and establishing a clear zone closer to runways. The developers recognized that they could change the way they build their projects to work within these boundaries and the pilots agreed that was a workable solution.

Understanding each other’s needs facilitated creative solutions like clustering, which allowed more development to occur and provided greater options for pilots if they have mechanical difficulties. This would not have happened from a normal process where the two parties would simply take positions and lobby the commission to make a decision in one party’s favor versus the other. The ATAG process was the catalyst for these solutions.

Another example is “We don’t speak your language.” In the original plan, the Authority described density restrictions in terms of “people per acre,” a measurement that comes from state regulations but does not conform to how developers draw up their plans. The developers were accustomed to using “floor area ratios.” The Authority listened to developers and created policies that could easily be interpreted using both regulatory language and corresponding floor area ratios, so it was easier for developers to understand what the restrictions really were.

Instead of talking past each other and using different measures to identify the same thing, they combined their languages to communicate more effectively. As it turned out, this also made more sense to the jurisdictions, which tended to use similar measures in their land use planning and codes.

### **Alignment with Core Values**

The ATAG process embodies each individual IAP2 core value in a specific way. For the first Core Value, it is clear that those affected by the Airport Authority's decisions feel they have a right to be involved in the decision-making process because they make up the regulated community. It is also clear that the Authority's commission agreed; which is why they convened and then expanded the mission of the ATAG group. For Core Value 2, those involved can easily appreciate that their contribution influences the decision(s) because they were responsible for encouraging and creating the new approach to ALUCPs that built the new plans from the ground up.

As far as the third Core Value, the ATAG process promotes sustainable decisions by bringing together a broad and diverse range of stakeholders to communicate their interests to each other, promoting mutual understanding and collaborative problem solving. Before bringing closure to an issue or making a recommendation, the ATAG process ensures that all avenues and possible consequences have been fully examined from multiple viewpoints. By exploring all of the intended and unintended consequences of various policy options, the decision makers are fully apprised of how their decisions will affect all relevant stakeholders, thus promoting sustainable decisions.

To seek out and facilitate the involvement of those potentially affected by or interested in a decision (Core Value 4), the Authority convened an all-inclusive 50-person advisory group to represent all interests. Given the large number and types of airports in the region and the very different types of land use development surrounding each one, the Authority worked hard to make sure that every conceivable affected interest was included. For Core Value 5, this process was unique in that the stakeholders themselves designed how they would participate by changing the initial consultation role of the group to a collaborative process. After recognizing the collaborative opportunity inherent in the problem, they convinced the Authority to adopt the new public participation approach, along with self-developed and self-imposed Principles of Participation. The staff and stakeholders then worked collaboratively in designing how the issues would be tackled by setting up multiple subcommittees focused on different issues.

For Core Value 6, there are three ways participants have been provided with the information they need to participate in a meaningful way. First, the Authority paid for their technical and legal consultants to be present at all of the meetings to ensure that detailed technical information on land use compatibility planning was always available. Second, participants also provided each other with meaningful information by sharing their resources and experiences with each other. Third, the user-friendly presentation packet given to each ATAG representative gave the participants ready-made tools and knowledge to inform and update their constituents about the progress of the ALUCP process as well as extend the two-way dialogue.

Finally, throughout the adoption of the ALUCPs for each airport, Authority staff continues to communicate to participants how their input has affected the decision (Core Value 7), by informing stakeholders as well as decision-makers of what specific aspects of the plans have been modified or newly created based on stakeholder input. Staff and the Authority Board have been generous in pointing out and giving credit to the stakeholders for their insights, ideas and suggestions that have helped them develop more sustainable plans and policies.

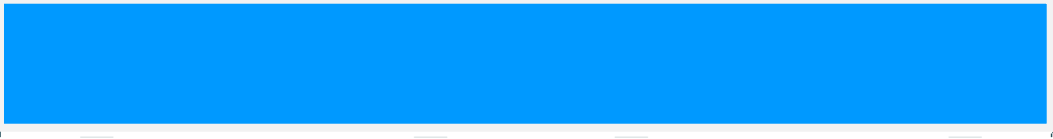




Facilitators Lewis Michaelson and Steve Alexander review the process for discussing key elements of the airport land use plans with commissioners, consultants and stakeholders



Airport Engineer Eric Nelson, County of San Diego Airports, engages in discussion with stakeholders and consultants during a 50-member ATAG planning session



## IAP2 Core Values Award Nomination Submission

**Title:** Telling Their Story: The Dementia Journey  
**Nomination category:** Innovation Award  
**Organization name:** Vancouver Coastal Health  
**Nominee name:** Dementia Journey Website  
[www.dementiajourney.ca](http://www.dementiajourney.ca)  
**Contact person:** Lucie McNeill, Director Community Engagement  
200-520 West 6<sup>th</sup> Ave  
Vancouver, BC  
Canada  
Phone: 604.714.3752  
Fax: 604.874.7518  
Email: [lucie.mcneill@vch.ca](mailto:lucie.mcneill@vch.ca)

### Participant references:

- 1) Melody Turner      604.982.2447 or [Melody.Turner@icbc.com](mailto:Melody.Turner@icbc.com)
- 2) Diane Abrey      604.275.2704 or [dabrey.two@gmail.com](mailto:dabrey.two@gmail.com)
- 3) Sylvia McDonald      [sylvia7@shaw.ca](mailto:sylvia7@shaw.ca)

### Publication Contact Information:

Vancouver Sun newspaper  
Pacific Newspaper Group Inc.  
200 Granville Street, Ste. #1  
Vancouver, BC  
V6C 3N3  
Canada

Globe and Mail newspaper  
444 Front Street West,  
Toronto, Ontario,  
M5V 2S9

Canadian Policy Research Network  
<http://www.cprn.com/en/network.cfm?network=3>

**Vancouver Coastal Health at a glance:** Vancouver Coastal Health (VCH) is a large, public agency providing health services to the communities of Vancouver, Richmond, North Shore and the Coastal communities. VCH has an annual budget of 2.2 billion dollars, employs 27,000 staff and benefits from the contributions of over 5,000 volunteers. Our organization provides a range of health services, including 14 hospitals, 15 community health centres, mental health and addictions programs, residential care facilities among others.

**VCH mission:** The mission of VCH is: "We are committed to promoting healthy lives in healthy communities with our partners through care, education and research."

<b>Title</b>	Telling Their Story: The Dementia Journey
<b>Organizing Group</b>	Vancouver Coastal Health, in partnership with the Alzheimer Society of BC
<b>Location</b>	British Columbia, Canada
<b>Key Question/Problem</b>	To use the collective experiences, of people living with dementia, captured through the experiences and stories of people living with dementia and their families, as a way to navigate through existing resources, programs and services in dementia care. The website was primarily developed for people living with dementia, but also had to be useful for health professionals and Alzheimer Society of BC service staff.
<b>Sample Methods</b>	Questionnaires, Interviews, focus groups, beta- testing sessions
<b>Results</b>	The development and launch of a web based tool that links the stories and experiences of people living with dementia and their families to resources for use by the public, people living with dementia caregivers and service providers. The website captures the dementia journey through the stories of those who live the experiences daily, and links the stories, through use of key words, to existing resources.
<b>Impact Level</b>	1 <sup>st</sup> phase - Region of Vancouver Coastal Health 2 <sup>nd</sup> phase – Province of BC
<b>Time Frame</b>	Two staged with first phase (partnership of VCH & Alzheimer Society of BC) developed over 7 months with completion in Summer 2006 and second phase (provincial site in partnership with health authorities in BC and ASBC) completed in Spring 2008
<b>People Engaged</b>	In both stages 75 people
<b>Web Link</b>	<a href="http://www.dementiajourney.ca">www.dementiajourney.ca</a> <a href="http://www.vch.ca">www.vch.ca</a>

**The Problem and Challenge:** Now more than ever public health care in Canada is being scrutinized by the public and measured by government to ensure efficient and effective delivery of services. Health care is often viewed as being in crisis and not sustainable at the current levels. As one of the largest health regions in BC, where the majority of the large, tertiary and quaternary medical centres for the province are located, Vancouver Coastal Health is a high profile organization. As well, established partnerships with community-based agencies raise the profile of the organization resulting in daily impacts to the lives of people living and working within the VCH region. The public is concerned about the health care system and its ability to support delivery of services that meet the needs of individuals. The public is unsure of their role within the health care system and cynical about the potential opportunities for meaningful engagement to effect change. The organization's leadership have reservations about engaging the public as they are uncertain about raising expectations, and unclear about the implications community engagement has for planning and implementation of services.

Involving the public in health care planning challenges the existing paradigm of science-based expert knowledge to inform decision making. Meaningful community engagement, in planning and evaluating health services, recognizes that clients and the public have knowledge and insight into their health needs. Vancouver Coastal Health has adopted the Expanded Chronic Care Model, which recognizes that optimal health outcomes result from full partnerships between health providers, engaged clients, and an activated community. A shift is occurring as the public become aware of the opportunities to have voice within system planning and take an active role, as patients of the system, becoming better informed and independent in their consumption of health services. This shift, however, is not always embraced in a culture of expert knowledge but is becoming more desirable as a way to inform improvements, to patient/provider interactions, and is gaining traction as we seek to involve the public in system design planning and policy decisions.

The challenge for this particular initiative was to align with VCH's Dementia Strategy and integrate sustainable tools that would support clients and families to be engaged, activated and informed participants in their care team and the care process. This challenge was met by linking stories, representing their journey of living with dementia, to provincial practice guidelines, and local, provincial and national resources. The sustainability of the project and site was achieved by the integrated partnership between VCH and Alzheimer Society of BC and the leadership of ASBC to commit to long term support of the site.

**The Role of Public Participation:** The project objectives included:

- the development and provision of a navigation tool that would assist in matching individual/family needs with available resources
- the development and provision of a navigation tool that assists individuals, family members and providers to gain awareness and understanding of the roles of providers, programs and services in dementia care

In order to capture the client's and families' experiences and needs, through their story, and from their perspective of living with dementia, the Community Engagement team in partnership with the Alzheimer Society of BC, led the planning, conducting and bringing forth of the stories and experiences of people living with dementia through focus groups, interviews and beta-site testing. Qualitative methodology was used to group the themes gathered through the interviews and focus groups. The themes and collective experience

of participants was captured in six stories that represent the points of decision-making (or most critical points) in their journey. Members of the public were integrally and frequently involved in the site development. The beta web site was piloted with focus groups of service providers, clients and caregivers. Feedback was sought on the validity of the language, the navigability of the site, the relevance of the information, and the adequacy of the resources. Participants were also asked to provide feedback on the photos chosen to depict each “person” in the six stories as the stories were written in the first person and a face was chosen to portray each story.

The feedback was sorted into changes that could be made now and changes that could be held to a second phase of development once resources for sustaining the site had been confirmed

**Public Participation Methods:** In order to capture the client’s and families’ experiences and needs through their story, and from their perspective of living with dementia, CE conducted focus groups and interviews with early stage dementia clients, family members of dementia clients at all stages of the dementia journey and with staff who work with dementia clients. The core questions asked included:

- Was there any information or resources that you could have received that would have helped you to a diagnosis?
- What information/resources did you need and how would you have liked to receive it?
- As you and your family moved through the stages of dementia, what other supports would you have liked to receive?

The gathered stories were crafted into six stories that reflected the dementia journey from diagnosis through to end stage care. Participants were then engaged to ensure the stories were reflective of their lived experiences and to identify words or phrases within the stories that would resonate with their journey. These words and phrases were then hyperlinked to resources that could; provide answers to questions, direct individuals to services or connect them to programs in their communities. When the site was in the beta stage participants were re-engaged to ensure the site development reflected their input and that the access and placement of content met their needs. The development of the conceptual map for the web site focused on having 2 portals of entry on the home page. The first was through the narrative of the clients stories, and the second was through the left hand menu bar. The purpose of using the two approaches was to enhance user friendliness for the broad spectrum of people looking for information. The stories would resonate with people who could relate the stories to their own journey while left hand bar access would allow a person to access information as needed to validate their own journey with dementia.

**Uniqueness of the Project:** This project was a fully integrated partnership between VCH and the Alzheimer Society of BC, who together led in bringing forward the stories and experiences of people living with dementia. The first phase of the project was funded by VCH and ASBC fully. The second phase and current site is a partnership of the five provincial health authorities and was developed with funding support through a Ministry of Health Services primary care grant that was administered through the ASBC.

Through the process of public participation, clients, caregivers and health providers brought the following perspectives to the dementia journey:

- Clients in the early stages of dementia

- Caregivers providing care at home
- Caregivers providing care in residential care
- Caregivers whose family member has passed away
- Staff who provide a range of care for individual with dementia

The information from the focus groups and interviews was invaluable to the process of identifying experiences. It became increasingly evident that the way to keep the client and caregiver at the centre of the web tool was to craft their shared experience into six stories, which reflected the journey of those living with dementia. The stories were developed with assistance from an external professional writer. The stages of the journey that emerged in the stories reflected the key transition points for the clients and caregivers. The stories were titled:

- Is it dementia?
- Living with dementia
- Care at Home
- Making decisions about care
- Remaining at home
- Moving to residential care

Through the process of writing the stories, key themes that had emerged from the engagement were integrated into the stories and hyper-linked to connect the reader to the resources that would be relevant to that stage in the journey.

As participants identified areas as requiring information and resources, Vancouver Coastal Health and Alzheimer Society of BC staff identified existing resources from health, social, housing, community and legal spheres, and linked them to the stories and to the themes that had emerged from the qualitative methodology process. Those themes were captured as hyper-linked phrases and included:

- Have you noticed you are becoming confused, forgetful, frustrated or anxious? [Are you worried about what that might mean?](#) Have you been [diagnosed with Alzheimer's disease or another type of dementia?](#)
- Or perhaps you are a [family member, caregiver or family friend](#). Do you support someone who is experiencing changes in their memory, mood or problem solving ability?
- Do you [work with people with dementia or support their caregivers?](#)
- Do you want to know more about ways to [reduce your risk](#) of getting dementia?
- [If so you've come to the right place.](#)

An attribute of the site is the ongoing validation of the themes and stories with the community participants, as well as with Alzheimer Society of BC service workers, Vancouver Coastal Health professionals, and general practitioners. This triangulation was an important part of the qualitative methodology.

The uniqueness of the site is in that, although the majority of resources linked to it can be found on the website already, the stories and left hand menu bar pull varied types of resources together in one place according to the expressed needs of people living with dementia and their families/caregivers.



Importantly, whether an individual chooses to access resources through the hyperlinks within the stories, or through the themes shown in the left hand menu bar, they will access the same set of resources (i.e., each resource has been linked to at least one story link and to the left hand menu). Additional information is provided through FAQ's, Services and Resources, and a Hot Link for service providers.

**Project Results:** The resulting website and the embedded stories resonate with users as they are reflective of the continuum of the dementia journey. The words and phrases that guide people to resources are ones that reflect their lived experiences. The success measured by use and collected feedback was the impetus for the 2<sup>nd</sup> phase, which included partnership by all the health authorities in the province. The 2<sup>nd</sup> phase of consultations for the website development confirmed the effectiveness of the format and allowed for increased input on design and usability of the site. The 2<sup>nd</sup> phase continues to register high user rates as measured through Google and an independent evaluation is underway which includes interviews with respondents to an ongoing evaluation tool that has been added to offer an opportunity for continuous improvement. Initial results from the survey indicate 41% of users are health professionals and 57% of users are family members or friends. 95% of all users stated that the site was easy to understand, 90% said that the site provided them with practical knowledge and 90% said they would share what they learned from the site with others.

[http://www.surveymonkey.com/s.aspx?sm=DCaPdKE7Cz6FqRkGzAapcw\\_3d\\_3d](http://www.surveymonkey.com/s.aspx?sm=DCaPdKE7Cz6FqRkGzAapcw_3d_3d)

#### **Alignment with Core Values:**

***The public should have a say in decisions about actions that could affect their lives:*** This project would not have developed without input from people living with dementia. The project team began the process with an understanding of the integral role that public input would play in the project outcome.

***Public participation includes the promise that the public's contribution will influence the decision:*** The feedback provided to the CE team through interviews, focus groups and beta-testing sessions directly influenced the website look, content and layout. Participants were consulted at various stages of development to ensure the site was reflecting their input and suggestions. VCH made a commitment at the outset to use patient and family experiences to develop the look, content and resource access on the site. We made a commitment, to them, that their feedback would be held confidentially and that we would communicate back to them at each stage of development to ensure their input was informing the site development. 1<sup>st</sup> phase participants were invited to continue involvement for the 2<sup>nd</sup> phase of site development.

***Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers:*** The partnership established to develop the 1<sup>st</sup> phase of the website included VCH, Alzheimer Society of BC and people living with dementia. In order to include a range of journey experiences, the CE team worked closely with the Alzheimer Society of BC to ensure input from early stage dementia clients. These experiences were captured at their existing support group sessions in order to accommodate limitations to mobility and communication. Caregivers across the spectrum of the dementia journey were also accommodated according to their capacity to share, either through group or individual interviews. This awareness and partnership approach, to development and implementation, ensured that the site would meet needs of those using the site; people living with dementia and health care providers working with dementia clients. There was also a commitment that it would operate in a sustainable manner as a result of agreements for funding and ongoing maintenance as well as a commitment to 2<sup>nd</sup> phase

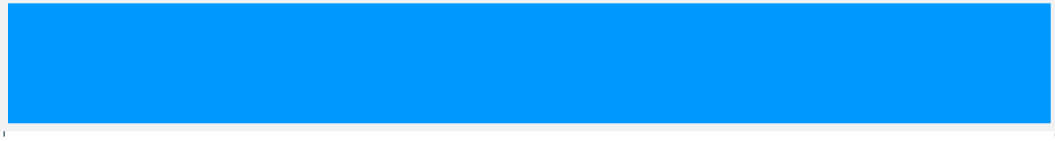
expansion. The 2<sup>nd</sup> phase expansion brought other health authorities to the project table expanding the commitment of partnerships and funding to ensure sustainability long term. The overarching commitment to the site, by the provincially positioned Alzheimer Society of BC, ensured long term sustainability.

***Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision:*** Through partnership with the Alzheimer Society of BC and commitments from VCH staff, who provide care to people living with dementia, we were able to engage directly with early stage dementia clients and caregivers across the continuum of the dementia journey. Their input informed the design of the site and their stories led to inform the content and layout as well as its user friendliness.

***Public participation seeks input from participants in designing how they participate:*** When we began the project we had committed to accommodating various opportunities and methods for participants to inform the design of the site. It was in the process of gathering the feedback through the various methods, as determined by the participants, that the impact of the stories became central to the design and through their stories the participants informed and guided the design of the site.

***Public participation provides participants with the information they need to participate in a meaningful way:*** At the outset of the project the CE team worked with partners at the Alzheimer Society and providers within VCH to identify clients, patients, family members and staff that would be willing to participate in the site development. With that partnership support we were able to gain an understanding of and incorporate the communication needs of various user groups in order to effectively communicate the project goals and the reasons their input was being sought. The questions asked of each group were designed to invite feedback within the scope of each user group's capacity. Participants were informed of the scope of the project and the stages of development in which their input would be sought.

***Public participation communicates to participants on how their input affected the decision:*** The initial intent of the project was to develop the website in conjunction with people living with dementia. This commitment guided the project and directed us to ensure that each stage of development was informed by the lived experiences of people on the dementia journey. Initial development included hearing from people living with dementia and using their lived experiences to inform development of the site. The decision to use their actual stories in the design came about as a direct result of their direction to us. The words and phrases that are hyper-linked in the stories were identified by the participants as ones that resonated with them and so were used to direct site users to resources. The overall design was directly informed by people living with dementia and their caregivers and they were invited to participate at each stage of development to ensure their feedback was, in fact, impacting the design and usability. As the site developed and moved from conception to mapping to beta stage and on to final launch participants were engaged along the way to maintain that integral voice of the lived dementia journey. Communication continued with participants through to the 2<sup>nd</sup> phase when the site became a provincial resource. Participants were informed by VCH that their direction and input had directly impacted the design of the site and then went on to inform the layout and resource access design for the provincial site. Participants were among the first to view each stage of design and their contributions were acknowledged at the public launch of both phases of the site.



Title: University of Wisconsin-Madison 2009 Reaccreditation Project

Award Category: Project of the Year Award

Nominee's Name: Donald A. Schutt, Jr.

Contact Information: 189 Bascom Hall  
500 Lincoln Drive  
Madison, WI 53706 USA  
608-262-7106  
dschutt@ohr.wisc.edu

Participant References: Nancy E. Mathews  
Director, 2009 Reaccreditation Project  
Professor, Gaylord Nelson Institute for Environmental Study  
302 Bascom Hall  
500 Lincoln Drive  
Madison, WI 53706 USA  
608-890-1731  
nemathews@provost.wisc.edu

Eden Inoway-Ronnie  
Deputy Director, 2009 Reaccreditation Project  
Executive Assistant to the Provost  
157 Bascom Hall  
500 Lincoln Drive  
Madison, WI 53706 USA  
608-608-265-5975  
etinoway@wisc.edu

Publication Information: University Communications  
27 Bascom Hall  
500 Lincoln Drive  
Madison, WI 53706-1380  
Phone: 608-262-3571  
Fax: 608-262-2331  
releases@uc.wisc.edu

Wisconsin Alumni Association  
650 North Lake Street  
Madison, WI 53706  
(608) 262-2551  
(888) WIS-ALUM  
Fax: (608) 262-3332  
E-mail: waa@uwalumni.com

Capital Newspapers  
1901 Fish Hatchery Road  
Madison, WI 53713  
(608) 252-6100

<b>Title</b>	<b>UW-Madison 2009 Reaccreditation Project</b>
<b>Organizing Group</b>	Reaccreditation Process Team
<b>Location</b>	Madison, WI, USA
<b>Key Question/Problem</b>	Expand the breadth of participation and the transparency of the previous university reaccreditation project (in 1999); Answer two questions: 1) What will it mean to be a great public university in a changing world?, and 2) How will the UW–Madison uniquely embody this greatness?
<b>Sample Methods</b>	Web survey, listening sessions with faculty, staff, students, and alumni, meetings with more than fifty governance and advisory groups, continuous vetting & review by governance/leadership groups
<b>Results</b>	In the largest engagement activity at UW-Madison, more than 193,000 surveys were e-mailed locally and around the globe to students, faculty, staff, and alumni with more than 6,200 responses. Further, seven campus-wide listening sessions and three listening sessions were held on second- and third-shifts in multiple languages. More than fifty governance/advisory groups were also engaged, A 25-member steering committee participated over two days to categorize the 18,668 responses into twenty-three themes which were aggregated into six overarching ideas for further study. Six theme teams were formed including faculty, staff, graduate and undergraduate students, alumni, and community members, with membership ranging from ten to thirty-five. In total, 190 faculty, staff, students, and alumni served on the teams. Outcomes included: published self-study evaluated by Higher Education Learning Commission site team, and results incorporated into university's new strategic framework, alumni magazine article, Higher Education Learning Commission Annual Conference Proceedings.
<b>Impact Level</b>	UW-Madison including 41,000 students, 20,000 employees, over 360,000 alumni
<b>Time Frame</b>	April 2007-February 2009
<b>People Engaged</b>	193,000 invited, over 6,000 participated
<b>Web Link</b>	<a href="http://www.greatu.wisc.edu/">http://www.greatu.wisc.edu/</a>

## The Problem and Challenge

The University of Wisconsin-Madison is a Big Ten land-grant university with over forty-one thousand students and twenty thousand faculty and staff members. For the past two decades, the campus has used institutional reaccreditation as an opportunity for strategic planning. The reaccreditation process of 1989 yielded a document, *Future Directions* that served as the first campus-wide strategic plan. As part of the 1989 self-study, more than five hundred individuals (faculty members, staff members, students, and community members) participated in the self-study process through campus-wide discussion. The 1999 reaccreditation process, documented in *New Directions* (1999), led to the second campus-wide strategic plan titled *Connecting Ideas* (2001). In total, sixty individuals participated in the 1999 reaccreditation teams that developed the foundation for the next campus-wide strategic plan, while over two hundred were engaged in the process through consultation with the teams. Both reaccreditation self-studies—1989 and 1999—focused on strategic planning as their special emphasis.

In the spring of 2007, the provost initiated the University of Wisconsin-Madison's 2009 reaccreditation by appointing leaders and a core reaccreditation team. While the reaccreditation and strategic planning processes have been successful over the last twenty years, we wanted to build on that success to expand the inclusiveness and transparency. Advancements in technology and engagement methodologies fueled our ability to scale our approaches to engage thousands, rather than hundreds. In addition, we recreated our self-study structure to cross academic divisional lines, which greatly enhanced our ability to generate innovative solutions to cross-cutting issues.

In February 2007, reaccreditation leaders chose to broadly and visibly engage the campus community in identifying the themes for the institution's self-study. They initiated this process by first asking two key umbrella questions to set the tone for the entire reaccreditation self-study: "What will it mean to be a great public university in a changing world?" and "How will the University of Wisconsin-Madison uniquely embody this greatness?"

The largest challenge was connecting with large stakeholder groups located in or near Madison, Wisconsin, as well as alumni in over 100 countries around the world and ensuring that "every voice be heard." The second challenge, once an engagement was enacted, was managing an extraordinary number of qualitative responses. Our promise to every person who participated was that every comment would be read. In the end, we were able to keep that promise through the use of innovative technology and serendipity.

## The Role of Public Participation

This project has a before and after story related to the impact of public participation. The University of Wisconsin-Madison has a rich history of activism, involvement, and participation. Often, that participation takes the form of governance or formal advisory groups, or through informal channels where engagement is limited by the issue. Faculty, students and one group of employees are represented through a governance structure; another group of employees are represented by numerous labor unions, and third group has a very active council. Each group often participates within the silos of their groups on topics of interest to the members. Further, the alumni are represented by the Wisconsin Alumni Association; community and government groups are connected through liaison positions with the university. In short, the view of public participation was viewed often as a combination of issue advocacy, or representation for specific populations. This project challenged those historical processes in a positive manner.

Throughout (and in retrospect), the breadth of this engagement created wonderful opportunities for all groups to grow and learn to work together for the common goal as it related to the institution. Through the project, campus and community members came together in ways different than ever before. This new model of engagement continues to impact the way that decision making is considered post-project.

## Public Participation Methods

This process began in 2007 and was finally completed with the successful accreditation of UW-Madison in April 2009. The actual engagement fell into three different phases – all of which focused on engagement and transparency.

It began with an ad hoc group consisting of the core reaccreditation team and key campus administrators with process or public engagement expertise met in March 2007. They were faced with the question of how to interact with thousands of faculty members, staff members, and students as well as nearly 363,000 alumni living around the world. They considered a variety of public engagement approaches and explored the pros and cons and time requirements of each. The aim of the large-scale campus engagement was to identify multiple themes that would then be explored in depth by self-study theme teams with the overall goal of creating a vision for the future of UW-Madison as a great public university.

A campus-wide engagement approach was designed, combining a number of components from public engagement approaches at both the national and international scale (Coleman and Gøtz 2002; Lukensmeyer and Brigham 2005) and using a three-phase approach.

In the first phase, three basic methods to reach the campus community: a Web-based survey tool, campus-wide listening sessions, and in-person meetings with existing advisory and governance groups on campus. Three survey questions, based on an appreciative inquiry approach (Hammond 1998), were identified within the context of the umbrella questions to initiate the discussions and solicit input for the identification of the self-study themes

1. What about UW-Madison do you most value and want to carry forward?
2. Ours is a changing world. In our changing world, what are issues for UW-Madison to address?
3. What will define UW-Madison as a great public university in the future?

While the questions were being developed and validated, the survey process and software for both the data collection and the data analysis were developed. The group considered options including outsourcing for the surveys and data analysis and using on-campus resources with commercially available software packages. The decision was made to use an on-campus, online survey system developed by the Office of Human Resource Development (OHRD). The group members agreed that once the data were collected, the reaccreditation steering committee would analyze them using a custom-designed software tool called Themeseekr© to search, sort, and cluster them as needed. The software was developed by a UW–Madison graduate student specifically for this process to help us manage the large qualitative data set.

The Web-based survey began with an e-mail message from the provost to all faculty, academic staff, and classified staff members, using the OHRD survey system, inviting participation in the reaccreditation process. Undergraduate, graduate, and professional students each received an e-mailed survey as well. At the same time, the Wisconsin Alumni Association sent the same survey to 138,000 alumni. In total, over 193,000 surveys were e-mailed locally and around the globe, with over a 3 percent total response rate. The project was also marketed via radio interviews, sidewalk chalking (effective for students in particular), and participation incentives.

In addition to the Web-based approach, over fifty campus governance and advisory groups were visited, in person, by the reaccreditation director or deputy director within a four-week period in April and May 2007. A simple process was followed at these meetings, wherein participants first wrote their answers to the three questions in a silent brainstorm and then discussed them as a group. A transcript of the discussion that followed was created and entered, along with all worksheet responses, into the OHRD online system after each of the meetings. In addition to the governance group meetings, seven campus-wide listening sessions were held, targeting faculty and staff members by disciplinary area. Finally, several sessions were scheduled for second and third shift employees, during their shifts, with Spanish and Hmong translators.



In the second phase, a 25-member reaccreditation steering committee met for two full days in June 2007 to categorize the 18,668 responses to the three questions into themes. Using Themeseekr®, the committee identified twenty-three themes.

The process began with a calibration exercise using a random sample of 200 responses to one survey question. Members worked in small groups to identify emerging themes. The groups then discussed the themes they had identified, using professional facilitation, to ensure a consistent sorting and classification process.

Once the primary emerging themes were identified, each member worked at a computer using the Themeseekr® software to categorize the remaining responses. This process of carefully reading responses and grouping them into the appropriate themes took about ten hours in total and was invaluable in helping the team members understand the concerns and values that ultimately emerged.

The initial twenty-three themes were then vetted with constituent and leadership groups that included the deans' Leadership Council, campus executive leaders (the chancellor, provost, and vice-chancellor for administration, vice provosts, and provost's Executive Group), vice-chancellor for administration's directors, Board of Directors for the Wisconsin Alumni Association, student government, and the reaccreditation steering committee. These groups further aggregated the themes into a smaller number of integrated themes.

In the third and final phase, the steering committee met again in July 2007 to review the integrated theme models. Through facilitated discussion, the committee developed the following six overarching themes condensed from the twenty-two initial themes:

1. Rethinking the public research university
2. Integrating the processes of discovery and learning
3. Creating an impact and shaping the global agenda
4. Preparing global citizens and leaders of the future
5. Building a welcoming, respectful, and empowered UW-Madison community
6. Institutional integrity: being a responsible and sustainable public institution

True to the transparent and inclusive nature of the process, the six themes were once again taken back to the groups involved in the initial consolidation. When the themes had been finally vetted, plans were made to identify and invite faculty and staff members to serve as co chairs of the six theme teams. Each team is composed of faculty members; academic and classified staff members; graduate and undergraduate students and alumni; and community members representing diverse communities. Almost half of the chairs were also members of the steering committee and were involved in the identification of the six themes.

In total, 190 faculty members, staff members, students, and alumni served on the six teams. Their assignment during the fall of 2007 through late spring 2008 was to host further discussion and/or data collection around their assigned theme and respond to specific questions created from the initial process. All teams were also directed to discuss their thematic topics in terms of key cross-cutting questions about distinctiveness, vision, climate, and diversity and infrastructure as well.

By April of 2008, the teams had submitted their reports with their visions for the future of UW-Madison. In May of 2008, for the first time ever, a joint meeting of the provost's executive group, senior academic leaders (deans), and all of the vice chancellor for Administration's directors met to discuss the vision presented by the theme team chairs. This launched the beginning of an integrated strategic planning process and by fall of 2008, the framework for the strategic plan has been drafted. Simultaneously, the core reaccreditation team completed the final self-study document containing the team reports and extensive documentation of how the university met the Higher Learning Commission's criteria for accreditation.

In summary, the broad reaccreditation engagement process, beginning with 193,000 invitations, over 6,000 participant responses (for over 18,000 qualitative data points), and 190 members of the teams heightened expectations and excitement about the campus strategic

planning process. Most importantly, the process was transparent and inclusive, ensuring that the resulting strategic initiatives reflect the visions and priorities for the entire campus community, including an increase on campus of public participation processes embedded in decision making processes.

### **Uniqueness of the Project**

This project was unique in many ways:

1. The planned multi-phase, large-scale, multi-faceted ongoing engagement of a community spread world-wide yet connected through education.
2. The impact on the campus strategic framework, particularly the addition of the guiding principles, demonstrates the impact on campus decisions.
3. Themeseekr® as the critical and innovative technology solution to the qualitative data management demonstrates a unique tool for use in participation (and answers one of the challenges of what to do with large amounts of data in a way that honors those who participated). This could potentially solve a problem that faces the field of public participation.
4. It heightened the interest from around campus related to public participation in decision making at the university, and led the Office of Human Resource Development, responding to the increased interest in engagement, into developing a new programming are called “Fully Prepared to Engage” (see <http://www.ohrd.wisc.edu/home/Default.aspx?tabid=217>).
5. It forged a dialogue that led to labor union–management group to discuss the creation of engagement principles for connecting those impacted by decisions with decision makers earlier in the process than ever before, particularly as it relates to the workplace.

### **Project Results**

The engagement process was the largest ever initiated on the UW–Madison campus. In less than three months for the first stage, we engaged over 6,000 campus and alumni constituents at the University of Wisconsin-Madison (UW-Madison) to identify self-study themes for 2009 reaccreditation. This process combined technology with personal contact to identify values, visions, and contemporary issues of the university. Inclusiveness and transparency were key elements of our approach. In addition to the items listed in the previous section, the engagement process was used effectively in strategic planning, reaccreditation, and other situations where broad-scale campus input is coupled with meaningful dialogue in a short time frame.

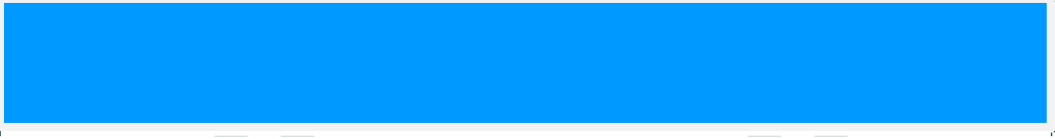
### **Alignment with Core Values**

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.
  - Embedded in this process are two critical components that demonstrate the decision that those affected by a decision have a right to be involved – the first was the Provost’s public decision to expand the breadth of participation as well as the transparency of the Reaccreditation process. Second, was the behaviors at all levels to involve every stakeholder in the process.
2. Public participation includes the promise that the public’s contribution will influence the decision.
  - This promise was honored when the new UW-Madison Strategic Framework was announced, and by the prominent role of the Reaccreditation Project on the Chancellor’s home page (see <http://www.chancellor.wisc.edu/strategicplan/>). Most notably, the addition to the plan of the “Guiding Principles” as well as the within the priorities.

3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
  - This was clearly met most specifically by reaching out to governance and advisory groups on campus. It was also part of the ongoing vetting of the results with leadership groups as part of the ongoing review. Further, many of the theme teams met with legislators who make larger scale decisions impacting the university.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
  - This was clearly met by the large-scale engagement including multiple languages, multiple shifts, meetings with students and employees impacted by any decisions.
5. Public participation seeks input from participants in designing how they participate.
  - Beginning in phase one, the process was tested informally with participant groups for feedback and direction. The steering committee also represented primary stakeholder groups.
6. Public participation provides participants with the information they need to participate in a meaningful way.
  - This occurred through alumni magazine articles, campus newspaper articles, the Web site, open meetings, and through the networking of the many participants in the different phases of the process.
7. Public participation communicates to participants how their input affected the decision.
  - Occurred through the publication of the Reaccreditation Project results "For Wisconsin and the World: A Great Public University." It was also highlighted in the roll out of the new strategic framework, and most notably with the visit from the Higher Learning Commission site visit team in May 2009.

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**TITLE:** THE USE OF PUBLIC PARTICIPATION  
TECHNIQUES IN CORPORATE SOCIAL  
RESPONSIBILITY; THE NEWMONT EXAMPLE

**AWARD CATEGORY:** ORGANIZATION OF THE YEAR AWARD

**ORGANIZATION NAME:** NEWMONT GHANA GOLD LIMITED

**NOMINEE'S NAME:** HAMZA BAWA MAHAMA

**CONTACT INFORMATION:** NEWMONT GHANA GOLD LIMITED  
AHAFO PROJECT  
KENYASI / NTOTROSO  
[Hamza.Bawa@Newmont.com](mailto:Hamza.Bawa@Newmont.com)  
+233 244 336 555

**REFEREES:** TISHA GREYLING, [tgreyling@golder.co.za](mailto:tgreyling@golder.co.za)  
ERIKA DU PLESSIS, [eduplessis@golder.co.za](mailto:eduplessis@golder.co.za)

1. The Editor, Graphic Corporation, P.O. Box 742, Accra, Ghana.  
Email: [graphic@ncs.com.gh](mailto:graphic@ncs.com.gh)
2. The Editor, New Times Corporation, P.O. Box 2638, Accra, Ghana.  
Email: [info@newtimesonline.com](mailto:info@newtimesonline.com)
3. The Editor, The Ghanaian Chronicle, Private Mail Bag, Accra – North,  
Ghana. Email: [chronicl@africaonline.com.gh](mailto:chronicl@africaonline.com.gh)

## 1.0

<b>Title</b>	<b>The use of Public Participation Techniques in Corporate Social Responsibility; the Newmont Example</b>
<b>Organizing Group</b>	Newmont Ghana Gold Limited
<b>Location</b>	Ghana, Kenyasi/Ntotroso
<b>Key Question/Problem</b>	Making the Social Responsibility participatory for community members to drive their own development agenda while Newmont Ghana Gold Limited provides support.
<b>Sample Method</b>	Workshops, tours, Brochures, Feedback forms, discussion forums, one-on-one meetings, durbar
<b>Results</b>	An effort to get people with diverse interests within varying communities of different developmental agenda to converge and deliberate on a common platform and create a working understanding of future communities-company relationships. The result of this is a 3-tier agreement which spells out (a) how the company relates with her host communities (Relationship Agreement) (b) Foundation Agreement which establishes a Foundation and a Secretariat that oversees disbursements of funds Newmont Ghana Gold Ltd has set aside for the development of its host communities (c) Employment Agreement which outlines recruitments in NGGL taking into consideration locals especially with unskilled labour requirements for the Company and its contractors. This has been incorporated into Newmont's policy.
<b>Impact Level</b>	10 communities of different traditional leadership in 2 different local government jurisdictions
<b>Time Frame</b>	About 2 years
<b>People Engaged</b>	About 60,000
<b>Web Link</b>	<a href="http://www.newmontghana.com">http://www.newmontghana.com</a> or <a href="http://www.newmont.com">www.newmont.com</a>

## 2.0 Public Participation Challenges and Opportunities

Newmont Ghana Gold Limited (NGGL), as a subsidiary of Newmont Mining Corporation, has developed and is operating the Ahafo Mine Project in Ghana after it took over a green field concession from Australian company, Normandy Mining Limited. The Project is an attempt to be a model in corporate citizenship in terms of recognition of social and environmental concerns in communities where the Project has an impact. The Newmont mission is that “We will build a sustainable mining business that delivers top quartile shareholder returns while leading in safety, environmental stewardship and social responsibility.” This mission statement is given further meaning with the company’s vision to be the most valued and respected mining company through industry leading performance.

Along with standard business considerations, Newmont's social responsibility values and commitments form an integral part of how we do business. Newmont's objective is to provide increased returns to our shareholders while sharing the value created from our operations with a wider set of stakeholders through the alignment and linkage of our business and our social responsibilities.

This objective requires us to balance economic considerations with social and environmental consequences and to think through how our actions today may affect future generations.

The Newmont Ahafo Project concession has a length of about 100 kilometers. The mine’s operations however have impacted an area of about 8,000 acres involving a population of about 60,000 population comprising of 10 traditional authorities and two government districts (Asutifi and Tano North Districts). To be most effective, NGGL realized that we could not meet all of the development needs of the communities near our operations acting alone. Opportunities to leverage community development projects and empower other sectors through partnerships are sought out and encouraged. A prerequisite for such long-term success is our ability to effectively engage with our local communities and government agencies. However, the challenge lies in the large number of community towns involved, coupled with diversity in traditional authority and differences in terms of the local government politico-economic agendas. (Even though Ghana is a unitary state, the various local governments are required to generate revenue from within to augment national government disbursements). There was yet another challenge which was the circumstantial difference in needs of the different communities and the need to balance the feelings some communities have that they have been more impacted than others and therefore need to benefit proportionately more than those perceived to be less impacted.

The challenge provided the company with an opportunity to try and balance needs and expectations through the use of public participation methods and techniques.

## 3.0 Rationale for Public Participation

The rationale for NGGL embracing the principles of public participation is borne out of the desire of the company to provide our stakeholders, and in particular the communities and governments that host our operations, confidence in our performance and reporting.

But most importantly is the belief that our stakeholder engagement process must be based on building trust and respect as well as working in an open and transparent manner. Transparency means that we openly provide interested parties a clear picture of company activities, thereby empowering them to effectively respond to our actions. Being transparent allows for dialogue and collaboration to find outcomes that are mutually beneficial.

The platform that provided us with the greatest opportunity to implement public participation principles was the concept of a Social Responsibility Forum for the company and stakeholders that would provide a context in which to set the agenda for NGGL's Social Responsibility commitments. The Ahafo Social Responsibility Forum was formed in response to Newmont's commitment to the sustainable development of its areas of operation around the world. In December 2005 Newmont made a commitment that \$1 per ounce of gold sold and 1% of net profit from the Ahafo Mine will be set aside in a Community Development Fund for sustainable community development projects.

Following this announcement, local chiefs, the local government of Tano North and Asutifi districts and Newmont collectively agreed to establish a Social Responsibility Forum to provide the communities with the opportunity to participate in the Company's decisions and plans, deliberate on issues of mutual interest, help build strong communication and decide how the Community Development Funds would be allocated. The forum was thus established and Newmont then engaged the services of Golder & Associates to assist with the initiation of the process of public participation to get the forum to create and provide a clear, transparent and explicit statement of the commitment of the Company and the Community, and to set out key principles for engagement between these parties as well as defining key issues that the Company and the Community need to address to ensure a sustainable development focus, through the establishment of the Community Development Fund (CDF).

#### **4.0 Impact of Public Participation on decisions and decision-making**

The impact of Public Participation on decisions for the company is enormous. The interactive nature of the engagement process further necessitated the involvement of the entire community to participate and provide feedback on decisions of the forum to further enhance outcomes. Various stakeholder groups (communities, local and regional government, NGOs, women, youth and media) engagements were held to discuss the evolving documents for everybody to provide an input in the process. Forums were held with different stakeholder blocks and feedback forms were used together with records of verbal submissions made. These suggestions and feedback were then inputted into the final document.

The outcome of the techniques used formed the basis of NGGL establishing a Public Participation and Stakeholder Engagement Unit in the Site Communication Department to use Public Participation techniques in all engagements especially on new and ongoing projects and on Exploration activities. Secondly, NGGL has trained a substantial number of its External Affairs and Communication staffs in the Tier 1 modules – Certificate in Public Participation. Again, the company is in the process of registering all trained as IAP2 members.



The Ahafo Project has been phased into a second stage and another impact of public participation on decisions in the Ahafo stage II is the use of P2 techniques for the Environmental and Social Impact Assessment (ESIA) and Scoping Report.

The Tours and Events unit was also formed to bring the people to the mine and take the mine to the people. It is to showcase the project and technological facilities on site and to demonstrate NGGL's readiness to demystify its operations. Site tours are also aimed at disseminating current information on the company's ongoing activities. This will help reduce negative perceptions about our operations in particular and mining in general.

## **5.0 Alignment with Core Values**

### *5.1 A Right to be involved in the Decision-Making process*

The basic principle for the establishment of the Social Responsibility Forum is to give voices in the Project to impacted people of Ahafo to participate in the decisions of the company insofar as the development of the area is concerned. What pertains generally with many companies and what they define narrowly as 'social responsibility' are 'handouts' that companies give out to communities and this is based largely on what the company feels it should give back to the people and not based on consensus as to the exact needs of the people and the developmental direction they wish to take.

### *5.2 Public's Contribution will Influence the Decision*

At Ahafo, relationship with our host communities is driven by our values to strive to engage and consult with communities and governments that host our operations and other stakeholders with respect, transparency and in accordance with the law. Our goal was to engage with host communities and governments early in the development of the Ahafo mine to begin to understand our communities and share work with them to equitably manage the value created during the mine operation. In line with this, the deliberation and discussion process of the forum went through three stages. During the first stage, representatives of various stakeholder groups were composed into a forum to deliberate on the developmental needs of their communities and discuss a formula for disbursement of funds that the company has set aside for its Social Responsibility commitments. The forum was also tasked to draw a relationship agreement that will guide the community-company relationship. In the course of its work, issues of local employment kept coming up. The forum took up local employment concerns which finally led to the drafting and later, signing of a specific and separate Employment Agreement which defines that future unskilled labour employment should be the preserve of impacted communities. The second stage was to take the draft agreements to the rest of the community members for their inputs. Community forums and group discussions were held with all stakeholders for their inputs which were recorded and incorporated into the final documents.

### *5.3 Sustainable Decisions*

The outcome of discussions and deliberations of the Social Responsibility Forum is a commitment by NGGL and its site contractors to implement the Employment Agreement as a policy guideline for its apprenticeship training and unskilled labour recruitments. The Foundation Agreement has also conditioned how company funds for development should be disbursed through Sustainable Development Committees.

#### *5.4 Involvement by Those Affected or Interested*

The Forum is made up of representatives that were elected by their peers to represent them in fashioning out the social responsibility agenda. A Communication committee was formed from the Forum to assist the External Affairs department in designing a stakeholder engagement plan for community day meetings and other stakeholder groups. In all engagements, IAP2 strategies were used to encourage people to speak their mind in matters that affect them. Feedback mechanisms in the form of questions and answers sessions and feedback forms were used to get views from all those affected by the Ahafo project

#### *5.5 Input from Participants in Designing how they Participate*

The Forum has a Standing Committee that regularly meets to deliberate on issues of concern from the communities. Based on these concerns, the agendas for meetings are set and the committee designs action points for dealing with such concerns. Where necessary, recommendations were made to NGGL's External Affairs Department to work together with community members in coming up with suggestions for engagement within the mine impacted area. Youth groups designed their own meeting schedules and the company is providing finances for such engagements.

#### *5.6 Information Participants' need for Meaningful Participation*

Newmont is committed to sharing information on important issues using a range of methods, media and languages with our stakeholders. At Newmont, we believe that the success of our business is directly related to our ability to build and maintain constructive, trusting relationships with local communities. This was done partly through brochures and our site newsletter 'Ahafo Dawuro'. During the signing ceremonies for the Social Responsibility Agreements, extensive use of locally patronized radio stations and other national channels were used to get members of our partner communities and the general public to be aware about the forum and NGGL's commitment to its novelty social responsibility strategy. On the two signing days, buses were provided for all communities to enable members to participate in the signing ceremony.

#### *5.7 Communicating how Input Affected the Decision*

One of the outcomes of the Forum's work is the establishment of the Newmont Ahafo Development Foundation (NADeF). A nine member Board of Trustees has been formed to manage the NADeF. A secretariat is established to manage the day-to-day activities of the foundation. In each of the 10 Social Responsibility communities, a Sustainable Development Committee is also formed to, in consultation with the local government, submit, approve and execute projects on behalf of their communities. These were the decisions the forum and community members adopted for the smooth implementation of the funds that NGGL committed (\$1 of every ounce of gold sold and 1% of annual net profit derived from the Ahafo mine). The Communication Department of NGGL has been tasked with the duty of liaising with Community Relations Department to engage stakeholders in communicating to community members the outcome of their suggestions and how this has been incorporated in the final documents. This was done in collaboration with youth groups and traditional authorities through the community Information Centers that NGGL has built in each community

## 6.0 Evaluation against Core Value

Public participation is any process that involves citizens in problem-solving or decision-making and uses public input to make good decisions. Newmont Ghana Gold Limited considered public participation as an important strategy when it made its commitment to commit its revenue into a fund for the development of the communities around its Ahafo mines. To realize the dream of involving those for whom decisions are to be made and to get their inputs, the company through its Environment and Social Responsibility (ESR) Department, assisted the communities to select members to a forum known as the Ahafo Social Responsibility Forum (ASRF). The Forum was supported by the company to help design its meeting and deliberation process. Concerns and feedback from community members are obtained by forum members from the groups they represent and through the Forum, the company gets to know the developmental agenda from each community. Evaluation of IAP2 values can be measured from social responsibility practices in the country especially within the mining industry. Decisions of the forum are disseminated to both internal and external stakeholders through the site newsletter, through the Community Liaison Officers in the External Affairs Department and via representatives of community members of the Forum. Feedback forms have been designed to get community members to submit their concerns. In all meetings and engagements; a scribe/secretary documents proceedings and this is communicated to all members. Community Liaison Officers are working together with the Stakeholder Engagement and Public Participation Unit of the Communication Department and the Sustainable Development Committees to gauge community members' understanding so as to provide relevant responses to questions raised.

The establishment of a Public Participation and Stakeholders Unit to use IAP2 techniques in future stakeholder engagement for the Ahafo project is a testimony of how NGGL views public participation as a means of ensuring that those affected by the company's decisions have their voices heard. The initial challenge for the company was the numerous communities involved (ten) and their diverse traditional authorities coupled with differences in local government authority. The use of public participation as a tool was effective in creating collaboration and understanding among these diversities and was largely successful in getting an agreement which defines the framework for community-company relationship both in the present and going forward.

Prepared by the IAP2 Research Committee

Co-Chairs  
Pat Crawford, Ph.D.  
Michigan State University,  
E. Lansing, MI, USA

Terry Williams,  
MAZE Consulting, Inc.  
Calgary, AB, Canada

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IAP2 International      [www.iap2.org](http://www.iap2.org)  
13762 Colorado Blvd. Suite 124, Box 54/ Thornton, CO  
80602 USA  
1-800-644-4273 tollfree  
1-303-451-5945 Outside N. America  
1-303-255-2382 Fax