2016

CORE VALUES AWARDS

SHOWCASE

iap²
international association
for public participation
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IAP2 FOUNDATIONS:

PILLARS of P2, CORE VALUES, CODE of ETHICS

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

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

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

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

- there is clarity about the decision to be made,
- appropriate choices have been made regarding the role of the public,
- the Core Values are expressed throughout the process.
IAP2 Core Values for the practice of public participation

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision making process.

2. Public participation includes the promise that the public’s contribution will influence the decision.

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

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

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

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

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

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

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

In 2016, IAP2 International Federation offered three major award categories and is pleased to announce winners in each category: Organisation of the Year, Project of the Year, and Research Award.
FROM the PRESIDING MEMBER, IAP2 FEDERATION

As an international leader in public participation, IAP2 created the “IAP2 Core Values for Public Participation” for use in the development and implementation of public participation and stakeholder engagement processes. These core values were developed with broad international input to identify those aspects of public participation which cross national, cultural, and religious boundaries. The purpose of these core values is to help make better decisions which reflect the interests and concerns of potentially affected people and entities.

As IAP2 Federation Presiding Member, I am honoured to present the winners and finalists on behalf of the Board of Directors and national affiliates. IAP2’s seven Core Values go to the very heart of our association and guide how we think about and practice authentic public participation. The laureates of the 2016 awards represent best practice in our field, and serve as model of excellence for others to emulate. Finalists for the “best of the best” international award were gathered from entries submitted by national affiliates in Australasia, Canada, and the United States.

We are delighted with the response to the 2016 IAP2 Core Values Awards competition from public participation practitioners all over the world. This is a testament to the huge growth of our field of expertise.

Special thanks are extended to the international jury members, Ms. Laura Black, PhD, Ohio University (USA), Mr. Jeff Cook, Beringia Community Planning, Inc. (Canada) and Ms. Nomi Muthialu, NMA Effective Social Strategists (South Africa), as well as all the members of the judging panels for the IAP2 Affiliate Awards programs. On behalf of IAP2 you have our sincere thanks for your commitment and dedication to advancing and promoting international best practice in the field of public participation.

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

Enjoy!

Noreen Rude
IAP2 Federation Presiding Member 2015-2016
Co-Convener, IAP2 International Core Values Awards
International Jury

LAURA BLACK, PH.D.
ASSOCIATE PROFESSOR, OHIO UNIVERSITY (USA)

Laura Black studies group deliberation and dialogue with a special focus on storytelling, conflict, and group facilitation. She has worked on several applied research projects with organisations such as the Kettering Foundation, the Interactivity Foundation and local civic organisations to help improve community dialogue and decision-making processes. Some of her research has also investigated the use of online tools in deliberative forums. In all of these projects, she aims to understand how scholars and practitioners can further the deliberative ideals of well-informed, reasonable, respectful discussion about public issues, while also recognizing people's need for connection, community, and an affirmation of their core values.

Dr. Black is the editor for the Journal of Public Deliberation. She edited the book Group Communication: Cases for Analysis, Appreciation, and Application also co-edited a special issue of the International Journal of Public Participation on the communication practices in public meetings. Her research has been published in journals such as Communication Theory, Small Group Research, and the Journal of Applied Communication Research as well as in several edited books on deliberation and democracy.

Dr. Black's teaching areas include group communication, organisational communication, public deliberation, community engagement, discourse analysis, and applied research. She has a Ph.D. and M.A. in Communication from the University of Washington, and a B.A. in Interdisciplinary Studies from Miami University.

JEFF COOK, MCIP, RPP
PRINCIPAL, BERINGIA COMMUNITY PLANNING INC. (CANADA)

Mr. Jeff Cook is the Principal of Beringia Community Planning Inc. Working in the community since 1991, Jeff is a planning facilitator, community engagement specialist, educator and trainer with community planning and development experience (comprehensive, sector and project planning), working with over 40 First Nations and community groups across Canada. Jeff and his firm were recognized by International Association for Public Participation, Canada as the Core Value Award for Project Category Indigenous Engagement 2015 and the Project of the Year Award 2015 for Our Healing Journey: Pikangikum First Nation’s Comprehensive Community Health Plan.
JUDGING PANELS

NOMI MUTHIALU
MANAGING DIRECTOR, NMA EFFECTIVE
SOCIAL STRATEGISTS (SOUTH AFRICA)

Ms. Nomi Muthialu has over 22 years of experience in the field of Social Sciences, which includes Social Research, Social Facilitation, Stakeholder Engagement, Public Participation and Social Impact Assessment. Nomi is the Managing Director of NMA Effective Social Strategists (Pty) Ltd and has held this position for the last 15 years. She started work as a public participation practitioner in 1990 where she worked on a mass public transportation study for the Greater Johannesburg area. This study was ground breaking in utilizing innovative strategies to actively engage and involve the recently unbanned political parties, trade union groups and stalwarts of the struggle movement in South Africa.

Nomi has been responsible for undertaking numerous projects covering a broad range of disciplines where her involvement has focused on policy work, legislative imperatives and strategic negotiation with the public sector stakeholders, political parties, key private sector stakeholders and civil society. She has worked on linear projects spanning international borders and her areas of focus includes the formulation of relocation plans; social monitoring as well as negotiation and conflict resolution.

Nomi served as Presiding Member of the IAP2 International Federation from 2012-2014 and as a Director for the IAP2 Southern Africa Affiliate.

NOREEN RUDE
CORE VALUES AWARDS JURY CONVENER,
CITY OF CALGARY (CANADA)

Ms. Noreen Rude works for the City of Calgary, Alberta, where she has held leadership roles for over 30 years. She has a passion for inclusive and transparent public involvement, reflected in her strong facilitation skills and can-do attitude. Noreen applies her talent for collaborating with others to ‘get things done’ to the development and operation of a regional recreation facility in north central Calgary and as Chair of the Learning Disabilities Association of Calgary.

Noreen is a Certified Management Accountant and holds a Masters Certificate in Municipal Leadership, and a Local Government Management Certificate.

Noreen currently serves as the Presiding Member of the IAP2 International Federation and is a member of the IAP2 Canada Affiliate Board of Directors.
JUDGING PANELS

IAP2 Australasia

RAY TYE, CONVENOR

Ray’s interest and experience in public participation has been developed through a variety of communications and engagement roles in local, regional and central government over the past 15 years. Following the devastating earthquake in Christchurch in February 2011, she was involved in providing emergency information, and then led the Christchurch City Council’s engagement and consultation team on the draft Recovery Plan for the Central City. As part of this, the ‘Share an Idea’ campaign attracted more than 106,000 suggestions on how the area could be redeveloped and rebuilt, along with formal submissions. The Central City Plan won the Core Values 2012 NZ Project of the Year. Ray now works as the Stakeholder Relationships Manager for Housing New Zealand Southern. Her focus is on the completion of recovery work in Canterbury to get its social housing stock back to pre-earthquake levels, as well as wider tenant and key stakeholder issues across the South Island. Ray was a Core Values Awards judge in 2013 and 2014, and guest speaker at the Core Values Awards gala dinner in Adelaide in 2013. She has served on the IAP2 Board since 2014 and is chair of the Practice Development committee.

PETER MIDDLETON

Peter Middleton is the Community Development Coordinator at Tasmania Fire Service in Hobart, Tasmania. Peter has extensive experience in the community engagement space. Peter leads a team of regional Community Development Officers in developing community capacity to prevent, prepare for and respond to bushfires and fires in the home.

Peter coordinates the multi-national award winning (including the IAP2 Australasia Core Values Awards - Emergency Services Project 2015) Bushfire-Ready Neighbourhoods program which aims to increase shared responsibility and has a vision that ‘we all play a part- individuals, fire agencies and communities’.

Peter is a Board Member for Neighbourhood Watch Tasmania, holds a series of IAP2 qualifications, as well as tertiary qualifications in community development.

Peter has a passion for evidence based community development in emergency management which is demonstrated in the success of the program.
JUDGING PANELS

JILL HANNAFORD

Jill leads the Stakeholder Engagement and Social Sustainability business at GHD. In 1995, Jill recognized the need for stakeholder engagement services to complement and enhance projects undertaken by GHD. She established GHD’s stakeholder engagement service offering which remains integral to GHD’s business. Jill is a highly regarded and experienced stakeholder engagement and planning professional, having worked in a wide range of projects and situations including controversial environmental, development and transport projects, social planning, strategic and policy matters. Jill is well known for her straightforward and simple approach to stakeholder engagement and believes that the key to effective engagement is honesty, limit/parameter identification and the utilisation of a range of techniques. Jill was a founding member of the Australasian Chapter of International Association for Public Participation and is very involved with Career Trackers, a program to place Indigenous university students into corporate Australia. Jill was recently awarded the Consult Australia Female Champion of Change Award for her contribution to the community engagement profession and diversity.

NOREEN RUDE

Noreen is the federation representative on the IAP2 Canada board. She is currently the Manager of Engagement and Communication Partner Services at The City of Calgary, where she has held leadership roles for over 30 years. She has a passion for inclusive and transparent public involvement, reflected in her strong facilitation skills and can-do attitude. Noreen applies her talent for collaborating with others to ‘get things done’ to the development and operation of a regional recreation facility in north central Calgary and as Chair of the Learning Disabilities Association of Calgary. Noreen is a Certified Management Accountant and holds a Masters Certificate in Municipal Leadership, and a Local Government Management Certificate.
IAP2 Canada

**JULIA BALABANOWICZ**

Julia Balabanowicz is a passionate individual who strongly believes that the power of dialogue and public collaboration is required to leverage the intellectual capital needed to solve the complex, global problems we face today. She is a trained mediator, facilitator and P2 professional, with six years of experience in Ontario's electricity sector. Julia works as a stakeholder engagement manager in Ontario's electricity sector where she engages Ontarians on diverse issues that will shape the future of province's electricity system. Dedicated to helping people have difficult conversations, Julia is also a mediator with Peacebuilders, an organisation that uses restorative peace building dialogues to help youth resolve conflict in their lives. She earned a degree from Western in politics and ethics and a postgraduate diploma from York University in dispute resolution. As a lifelong learner, she continually pursues development opportunities, including the IAP2 mentorship and the certificate programs. Julia has also spent three of the last ten years living and working in England, Korea and India and uses these experiences to inform her approach to communicating and resolving conflict.

**MARIA DEBRUIJN, MA**

Maria’s connections to civic engagement run deep. Her commitment to investing in healthy communities started in her youth, and has continued in all avenues of her career and education. Before founding Emerge Solutions, Inc. in 2010, Maria spent 10 years in progressively senior civil service roles focused on engagement and a strong track record in moving the dial on municipalities’ conversations and relationships with their stakeholders and public. She also completed her Master of Arts in Communications and Technology, with a capstone research project focused on digital engagement in the public sector. Through Emerge Solutions, Inc. Maria designs and facilitates engagement processes for organisations in private, public and not for profit sectors. She created and delivers content for two University of Alberta graduate courses, including the elective Civic Engagement in the Digital Age, and two University of Alberta Social Media Citation courses. Maria is the Chair of IAP2 Canada’s Research Committee and she was a member of the Centre for Public Involvement’s Citizen Jury on Internet Voting Advisory Committee in 2012. Her education includes a Master of Arts in Communications and Technology, with a capstone research project focused on digital engagement in the public sector. Underlying all of Maria’s contributions
- through research, instruction, work and volunteerism - are relationships. She is appreciative of the polarities and complexity that exist in relationships, and is committed to exploring and working with them through meaningful engagement.

SUSANNA HAAS LYONS, M.A.

Susanna Haas Lyons is a public engagement specialist who develops strategy and provides training for better conversations between the public and decision-makers. Bridging online and face-to-face methods, Susanna has worked on some of North America’s largest and most complex citizen engagement projects, including electoral reform in British Columbia, rebuilding post-Hurricane Katrina New Orleans, electronic health records for the US federal government, and the City of Vancouver’s transportation future. Susanna is an Instructor of engagement skills for governments, organisations, and international post-secondary institutions.

IAP2 USA

CHERYL HILVERT

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

LEWIS MICHAELSON
JUDGING PANELS

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

JOEL MILLS

Joel Mills has worked for over 20 years to strengthen civic capacity around the world. This work has helped millions of people participate in democratic processes, visioning efforts, and community planning initiatives. Joel has worked with over 100 communities, leading participatory initiatives and collaborative processes for community-generated strategies on a host of issues. He currently serves as Director of the American Institute for Architects’ Center for Communities by Design, a leading provider of pro bono technical assistance and participatory planning for community sustainability. This work has been recognized with an IAP2 Core Values Award and an International Association of Facilitation (IAF) Platinum Facilitator Impact Award. Joel served as an inaugural Board Member for IAP2 USA, and has served on over two dozen boards, juries and expert panels.

MARTY ROZELLE, PHD

Dr. Marty Rozelle has 35 years of experience in public policy development, third-party facilitation, process design, and conflict resolution. She has designed and/or facilitated more than 400 forums and citizen committees. Marty is a founder and Past President of IAP2, and a primary developer and trainer for the IAP2 Certificate Course in Public Participation, now the Foundations in Public Participation program. Marty has designed and conducted public participation programs for long-range land use and transportation plans, mixed use developments, trails and open space master plans, city general plan updates, water re-use master plans, and energy resource management plans. She also
is expert at building stakeholder consensus in the siting of municipal landfills, dams and reservoirs, high- and low-level nuclear waste repositories, highways, high voltage transmission lines, power plants, and other energy-related projects.

DOUG SARNO

Doug Sarno is a Master Certified Public Participation Professional (MCP3) and Licensed IAP2 trainer with over 30 years of experience in a wide range of disciplines that support participatory decision-making, and is internationally recognized as an expert in public participation, outreach, and education. Doug was an original designer and designated Master Trainer for the IAP2 Certificate Training in Public Participation, now the Foundations in Public Participation program, and he served as an international assessor to coach and support new trainers across the world. He has participated in the development of many innovative approaches and tools in participation, including the IAP2 Spectrum and the US Environmental Protection Agency online guide to public participation.
2016 ORGANISATION of the YEAR

LandCorp (Australia)

“Realising Western Australia’s Potential”

LandCorp underwent a very impressive change in the organizational culture and commitment to embodying the IAP2 principles. The submission is strong in providing detail on the organizational P2 challenges and opportunities, rationale for P2 and impact on decision-making. The entry demonstrates evidence that organizational culture is influenced by public participation by being a factor in decision-making processes, policy, programs and practices, employee training and orientation, public documents and websites, organizational actions and activities, and partnerships...it is quite the transformational story. More on page 13.

2016 PROJECT of the YEAR

Primary Health Care, Central Zone, Nova Scotia Health Authority (Canada)

“Embedding Engagement in Models of Care: Successes and Lessons Learned from Community Health Teams in Nova Scotia”

A very impressive, long-term project about a meaningful and important issue demonstrating the different stages of engagement and the breadth of outreach to involve a wide range of people affected by health care in their communities. The depth of their collaboration with participants to design the types of engagement and evaluation questions, their findings related to being flexible with design, and attention to group dynamics to do engagement in a way that is appropriate and meaningful for people from different cultural groups is impressive. More on page 28.

2016 RESEARCH AWARD

Jefferson Center and Maxwell School of Citizenship and Public Affairs at Syracuse University (USA)

“Clearing the Error: Public Deliberation about Diagnostic Error”

An excellent piece of collaborative, engaged, and meaningful research. The research provides important information that can be used to improve the health care system by using a P2 approach with the general public rather than healthcare professionals and has the potential to make a big impact on the field of public health. More on page 22.
IAP2 Australasia Winner

LandCorp

LandCorp is Western Australia’s land development agency, delivering approximately 150 land and development projects a year across residential, industrial and commercial sectors.

Delivering on the promise of public participation isn’t an easy challenge, particularly with the extensive number of projects spread across an area half the size of Europe. Many community members interact with LandCorp only once — when they deliver a project in their suburb or area. This means LandCorp has had to develop methods that allow learning about each community’s aspirations and perspectives. LandCorp need to prove their credibility and experience each time, including their willingness to seek their input and guidance.

As an agency delivering on State Government policy, LandCorp need a social licence to operate successfully, but on occasion have struggled to secure the support of the community and stakeholders. This became particularly apparent in 2010, when after a highly successful year, LandCorp undertook their first significant study of stakeholder perception, which showed the opposite of what they had assumed. LandCorp thought communities saw them as partners, but the stakeholder research indicated they had failed to connect. Where LandCorp believed people were being engaged, they felt excluded and ignored.
This prompted a complete overhaul of the approach LandCorp took in delivering projects and today, the relationship between LandCorp and their stakeholders has been transformed. The engagement process has been vastly improved and since 2013, IAP2 Core Values have been embedded in all procedures through their Stakeholder Engagement Strategy. They now hear from thousands of community members each year through workshops, forums, surveys, reference groups and social media channels — and the successful delivery of our projects is built on what these stakeholders tell them.

To improve debate, LandCorp provide a baseline of planning and design principle knowledge that can better inform conversation. Whilst they realise some people may fear change, or that they have been disappointed by developers in the past, they start engaging long before any plan takes form. LandCorp now require every single project to include the development of a community engagement strategy, along with risk mapping those projects that carry the greatest social risk.

These changes have been rolled out throughout the business. Since early 2016, more than 70 operational staff have completed internal training in working constructively with communities, and there is significantly higher understanding of concepts around social risk, outrage management and emotional intelligence than when this process began in 2013.

As this process has been repeated and extended, many of those originally skeptical have become their biggest internal advocates, as they see the difference it makes in delivering enduring and positive social dividends.

IAP2 Australasia Highly Commended

The South Australian Department of Environment, Water and Natural Resources

In South Australia the Department of Environment, Water and Natural Resources (DEWNR) works in partnership with eight regional natural resources management (NRM) boards to help South Australian’s conserve, sustain and prosper. NRM boards are made up of community people with local knowledge, expertise and networks. These people understand their community’s needs and help government and communities work in partnership to manage our natural resources across both public and private land. DEWNR has a strong track record of bringing the community’s voice into government decisions, through efforts such as regional NRM planning, water allocation planning, and the co-management of national parks.
The best endorsements come from our stakeholders:

“This is the first time our community has been invited to participate in any planning project across our area. We love that we are invited to the table to talk about our future and our community’s future.” Luan Ly, Executive Vietnamese Farmer Association – Adelaide International Bird Sanctuary project.

“We started by talking under a tree and it went from there…” Jeffrey Newchurch, Kaurna and Narrunga Elder – Adelaide International Bird Sanctuary project.

“This has been an amazing learning experience for the students. I love that they had this opportunity to learn so much about national parks, design their perfect park in a way that engaged them, then showcase their ideas to the department ... and the outside world.” Melissa Cadzow, parent – Getting more people to visit Adelaide metropolitan parks project.

Our engagement practice means we are adaptable in the face of major challenges such as over-abundant native species, or working with communities recovering from bushfire.
“This is the first time our community has been invited to participate in any planning project across our area. We love that we are invited to the table to talk about our future and our community’s future.”

Luan Ly
Executive Vietnamese Farmer Association – Adelaide International Bird Sanctuary Project

Internals surveys reveal that DEWNR staff are highly motivated and have a strong commitment and support for community participation in decisions. Staff are encouraged to build their engagement skills with a range of internal and external training options. Engagement staff working across DEWNR have formed a Community Engagement network, currently with over 100 members.

As an organisation DEWNR’s community engagement journey has been driven from top to bottom and has incorporated both the IAP2 core values and the South Australian government’s Better Together: Principles of Engagement into its community engagement framework, policy and guidelines to integrate best practice community engagement practices into its projects. There has been deliberate strategy designed to shift the agency from the more traditional ‘announce and defend’ approach to that of ‘debate and decide’; from ad hoc to purposeful and practical engagement.

The DEWNR Executive consistently shows its understanding of, and support for, planned and authentic community engagement.

In the words of Chief Executive Sandy Pitcher, in a message to all staff:

“For most of us it is obvious that involving people in decisions that interest or affect them will result in better and more enduring solutions, and that involving the community can provide new and innovative ideas. Also, when people are involved in identifying solutions, they necessarily take greater ownership and responsibility.” (Sandy Pitcher, CE Update, April 2016).
IAP2 Canada Winner

BC Health

“Improving Healthcare through Patient and Public Education”

Until recently, British Columbia’s healthcare system was structured around the needs of hospitals and healthcare providers. In this structure, medical staff are regarded as experts and patients are viewed simply as recipients of instruction and information. However, growing issues including rising healthcare costs, an aging population, an overburdened healthcare system, limited tax dollars, and patients who want a more active role in the healthcare redesign have made it obvious that the current approach to healthcare is not sustainable.

Beginning in 2007, the British Columbia Ministry of Health took strides to make system-wide changes and implement a “Patients as Partners” approach to healthcare. Essentially, this program will bring together all parties involved within the healthcare system (patients, families, caregivers, healthcare providers, non-profits, universities, etc.) to work towards including the patient voice, choice, and representation in healthcare improvement. Recognizing the impact of healthcare improvements and the potential for reduced costs that could come from patient and public engagement, the Ministry of Health started supporting the IAP2 approach in 2010. Soon after, the “Patients as Partners” program was able to provide leadership, strategy, policy, collaborative efforts, and funding to the healthcare reform. Execution through coordination, training, partnerships, education, and the development of tools and resources set the foundation to achieve change.
IAP2 Canada Honourable

Joint Nomination:
East St. Paul, West St. Paul and St. Clements, Manitoba

“Entrenching Engagement in Emerging Communities”

Canada’s capital region municipalities represent some of the country’s fastest growing population centres. In Manitoba, the capital region is already home to fully two-thirds of the provincial population, and is projected to grow by another 28% the next two decades. This growth reflects a similar trend in capital regions across North America. Rapid growth and evolving demographics present distinct challenges to municipal leaders. As historically rural or semi-rural communities become increasingly urban, capital regions quickly find themselves with “big city” challenges. A fast-growing population means fast-growing needs for new infrastructure, new municipal services, and new ways to reach out to residents. Understanding and responding to evolving citizen needs requires effective communication and engagement, but municipalities consistently find themselves playing catch up when it comes to the resources needed to meet the expectations of their growing, changing populations.
IAP2 principles are often not yet a common language in smaller municipalities, and despite growing populations, capital region municipalities often nonetheless lack the financial resources to significantly increase the staff available to help lead communication and engagement efforts. In the Manitoba capital region municipalities of St. Clements, East St. Paul and West St. Paul, collaboration has allowed each community to overcome these barriers. In the past three years, these municipalities have evolved from places where IAP2 principles were effectively unknown to becoming P2 champions and leaders. Public concerns have been addressed and strong mandates were secured on a variety of projects, from recreation, roads, and farmers markets to controversial major sewer initiatives. They are having an impact beyond their borders as well. In the Capital Region, home to two-thirds of Manitoba’s population, neighbouring municipalities are increasingly looking to them for insight on enhancing transparency, public buy-in and trust through public participation.

IAP2 USA Winner

City of Hillsboro, OR

“Hillsboro 2035 Community Plan”

Hillsboro is a growing and diversifying community that has experienced dramatic population growth – the residential population increased by approximately 36.4% between 2000 and 2015. As of 2015, Hillsboro was home to 97,480 residents and is projected to house nearly 140,000 by 2035. As one of Oregon’s major employment centers, the current “day-time” population swells to 117,609. Hillsboro is projected to accommodate an additional 30,000 jobs by 2035. Hillsboro is also one of the most diverse communities in Oregon, with more than 12% of the residents speaking a language other than English at home.

Given this rapid growth and changing demographics, the ongoing challenge for the City of Hillsboro and its community partners is how to manage and shape the growth in a way that enhances the quality of life and benefits the community. As we try to meet the goals of the current residents, we want to welcome and integrate new and future residents into the social fabric of the community. In summary, the challenge is: how do we effectively reach, engage and involve a rapidly growing and diversifying community in efforts to shape the future of our city?
In Hillsboro, giving community members a voice in the identification of shared priorities is a long tradition that has yielded considerable benefit. Starting in the late 90’s and with the adoption of the Hillsboro 2020 Vision and Action Plan in 2000, Hillsboro has directly involved residents in community place-making decisions. The Hillsboro 2020 plan served as a catalyst for many remarkable enhancements including the Venetian Theater and Bistro, Hondo Dog Park, the Civic Center and Tom Hughes Plaza, expanded community gardens, enhanced after-school programs, the Walter’s Cultural Arts Center and many more.

With the Hillsboro 2020 Vision and Action Plan now over 99% complete and years ahead of schedule, community leaders called for a renewed visioning plan to extend beyond the year 2020 to 2035. This new visioning effort was charged with engaging not only a broader, more diverse, and larger cross-section of community residents, but those that work in Hillsboro and might also choose to call Hillsboro home in the future. To date, over 5,000 community members have been directly engaged with this project and dozens of community partners have signed on for the implementation phase.
IAP2 Australasia Winner

Strategic Engagement Unit, Department of the Premier and Cabinet SA

“Fund My Community”

In October 2014, the South Australian Government launched Fund My Community, a grant program that offered $1 million in competitive, one-off funding for non-government, not-for-profit community groups to address disadvantage. The decision-making mechanism of the program was participatory budgeting, the community decided the funding allocation rather than the Government.

Recognising that the innovation to decision-making would create interest in the community, and aligning with IAP2 Core Value 5, extensive community consultation occurred to inform the program’s design. This consultation highlighted two common, and seemingly interrelated, assumptions i) that the community would not make “good” funding decisions; and ii) that only the government would make “good” funding decisions.

These assumptions were at odds with the evidence that demonstrates that involving the public in decision-making results in more informed decisions that better reflect community needs.

Our research project therefore set out to test the assumptions highlighted in the design consultation by comparing the outcome of the two decision-making methodologies, participatory and “expert” panel, against a range of qualitative and quantitative measures.

If the research found evidence supporting the assumptions about the community's decision-making capacity and behaviour, it would suggest that participatory budgeting is not an appropriate mechanism for allocating government funds. However, if these assumptions could be refuted, it would support the South Australian Government's reform agenda and its commitment to further engaging citizens in government decision-making.

The findings ... 

Our findings refute the assumptions. We found limited evidence that demographics or location influenced the projects selected by individuals (and therefore the outcome) or that they were motivated intrinsically. Instead we found evidence that participants used higher level thinking and were motivated extrinsically. Rigorous tool design was a factor in achieving this outcome.
Overall, the evidence supports a conclusion that the participatory approach to budget decision-making can result in a comparable, if not better, outcome than that of a panel of government ‘experts’ when combined with appropriate, fit-for-purpose, tools.

**IAP2 USA Winner**

**Jefferson Center**

*“Clearing the Error: Public Deliberation about Diagnostic Error”*

Diagnostic error refers to diagnoses that are wrong, missed, or delayed. Diagnostic error is a common and often severe problem in most inpatient and outpatient settings, with errors occurring in approximately 10% of all diagnostic interactions. Most proposals to improve diagnostic quality focus on physicians and healthcare systems; few engage patients, their families, and their advocates to help prevent, identify, and report diagnostic error. For example, the Institute of Medicine and the National Academy of Medicine recently concluded an expert-led study on
The [Clearing the Error] project produced 16 recommendations for patients to pursue to decrease their risk of suffering an error during their diagnosis.

Clearing the Error put patients first to develop recommendations, aimed at other patients as well as health systems, focused on:

1. **Actions and strategies** that patients could take to prevent, identify, and report diagnostic error

2. **Systemic obstacles** preventing patients from performing the recommended strategies and being empowered to direct their course of treatment

3. **Innovative changes** to healthcare systems to improve patients’ and advocates’ ability to act to prevent, identify, and report diagnostic error

The project produced 16 recommendations for patients to pursue to decrease their risk of suffering an error during their diagnosis. Participants categorized their recommendations thusly: present symptoms clearly and completely; assert yourself in the relationship; coordinate your care; ensure accurate records and tests; and manage your care. The project also demonstrated the educative value of public participation. Participants in the project experienced positive shifts in patient activation (a measure of perceived patient efficacy in guiding their own healthcare), trust in doctors, general health literacy, perceptions about the seriousness of diagnostic error, and knowledge about diagnostic error. These effects were strongest among those who participated longer; the deliberation group experienced stronger shifts than the education group, which had greater shifts than the control group.
IAP2 Australasia Winner

UrbanGrowth NSW
“*The Bays Precinct*”

The Bays Precinct, Sydney is a large urban transformation project covering 95 hectares of mostly government-owned land, 94 hectares of harbour waterways and 5.5km of waterfront promenade. As the last significant site in Sydney’s inner harbour to be developed, this project has both iconic and economic importance for Sydney and New South Wales. The transformation is of a scale and scope that Sydney hasn’t seen since the 2000 Olympics.

Over the previous 15 years, various Governments have considered the future of the precinct however work never progressed due to the project’s complexities. This has led to uncertainty and frustration within local communities and with other involved stakeholders.

In June 2014, the NSW Government directed UrbanGrowth NSW to lead the urban transformation for The Bays Precinct. UrbanGrowth NSW was tasked with developing a Transformation Plan for the precinct, a blueprint for its transformation over a 25-year timeframe.
The broad reaching public participation program for the development of the Transformation Plan was designed around the IAP2 Core Values. The objectives were:

- Ensure broad participation for Sydneysiders to be informed, consulted and involved
- Build relationships to increase opportunities for involvement and collaboration
- Engage future users that may live, work or visit The Bays Precinct in the future
- Listen and be responsive by acting on public participation feedback where possible
- Demonstrate how feedback was considered clearly to all participants.

Over a 12-month period, UrbanGrowth NSW led a unique ideas generation and public participation program for people to have their say on the transformation of The Bays Precinct. The program targeted both people and organisations impacted by the transformation together with those who may benefit in 20 or 30 years from the changes. It included large scale anchor events focused on generating ideas and excitement, supported by many smaller activities focused on relationship building with those previously involved in planning and directly impacted by the changes. The program was adapted and improved throughout, with changes and more activities added in response to community feedback.

Over 30,000 people were involved in the public participation program, with almost 4,300 items of feedback or ideas submitted. The feedback directly informed the Transformation Plan, and its influence is clearly documented within an ‘Informing the Plan’ document which was published alongside the Plan.

The extensive public participation program has built the foundations for the 20- to 30-year journey ahead, and has helped to rebuild some trust in a process that has taken some time to progress.
IAP2 Australasia Highly Commended, Indigenous, Winner

Department of Local Government and Community Services,
Northern Territory

“Remote Engagement and Coordination Strategy”

The Northern Territory Government is trying to better coordinate government service delivery to isolated Aboriginal communities, where English is often a third or fourth language, there is a high turnover of public servants and often a history of fraught relationships with government.

Communities say that public servants are in a rush and don’t understand relationships and decision-making in Aboriginal communities. Many perceive that public servants fly in, ask questions, don’t provide feedback then come and ask the same questions again.

To improve engagement practice and service delivery, the Department of Local Government and Community Services set up a project team and interagency working party to put together a Remote Engagement and Coordination Strategy. Key objectives of this project were to:

- change the behaviour of people visiting remote communities by providing a common engagement framework and support tools
- provide practical tips and tools to build individual capacity and improve service delivery
• make the IAP2 framework more accessible and relevant to people working in Aboriginal communities, who may not be IAP2 trained
• better capture and act on feedback from communities
• better engage with community decision-makers
• reduce the burden of engagement on remote community members by avoiding duplication and unnecessary consultation.

The aim was to develop a pragmatic, relevant framework and tools to guide good engagement and coordination, link this to good decision-making and sustainable results, coordinate systems across government and make it easier for remote communities to raise and resolve issues locally. The process included team members doing IAP2 training, six participatory workshops over several months with government and local council staff co-facilitated by the Northern Institute of Charles Darwin University and extensive research into best practice consultation.

Implementation [of the Remote Engagement and Coordination Strategy] includes a “Bush-ready” website, online toolkit, training and induction packages and meeting request forms for community meetings that define what decision is sought.

The strategy was launched by Minister Bess Price in September 2015. It includes a good practice guide for working in remote communities as well as a modified version of the IAP2 Spectrum of Public Participation.

Implementation includes a “Bush-ready” website, online toolkit, training and induction packages and meeting request forms for community meetings that define what decision is sought. Government is developing an electronic tracking system to record issues, provide whole-of-government responses and report back to communities.
IAP2 Canada Winner

Nova Scotia Health

“Embedding Engagement in Models of Care: Success and Lessons Learned from Community Health Teams in Nova Scotia”

Increasing levels of people living with chronic conditions are one of the key factors threatening the sustainability of the healthcare system. Traditional approaches to health care and management of chronic conditions has been reactive versus proactive; acute-based versus community-based, and provider driven versus citizen driven. Looking at the current healthcare climate and community in the area, it was easy to see that change was needed to produce improvement. Committed senior leadership and a dedicated Primary Health Care (PHC) team from Central Zone of the Nova Scotia Health Authority (NSHA) made a bold move to challenge traditional processes and ways of thinking to build a new model of care to support people to be well.

The proposed model was Community Health Teams (CHTs) that would be informed, designed and shaped through ongoing public participation and citizen engagement. The CHT is a community-based health model that focuses on health and wellness and supports individuals and families to build knowledge, confidence and skills to better prevent and manage risk factors that are common across chronic conditions. A key question from the beginning and one that is revisited often is: How do you embed ongoing citizen engagement when implementing new models of care to ensure the right fit for communities?
A total of four CHTs have been established across four distinct and diverse communities across Halifax and surrounding communities covering a population of about 400,000 people. The four CHT sites have been phased in over a period of five years with a multiple citizen engagement initiatives guiding the design and implementation every step of the way. IAP2 principles of public engagement have and continue to be embedded in every phase of development including: model conceptual design, ongoing program design, expansion, and ongoing customization.

From the outset, there was an understanding that every community has different needs and may require different programs, supports, and a unique mix of CHT team members to address these needs. To optimally meet needs, it is recognized that the CHT must live up to one of the central tenants of a strong primary health care team – ongoing citizen and community engagement. The challenge was to ensure continuous and ongoing engagement with the public to acquire the mix of information needed to help Central Zone. To date, approximately 75 engagement events have occurred with 1200 people engaged. An additional 440 sessions to develop partnerships within the community have also occurred.

IAP2 USA Winner

Flood Control District of Maricopa County

“Pinnacle Peak West Area Drainage Master Study”

The Pinnacle Peak West watershed encompasses 95 square-miles; one-fifth of the area (including 7,500 structures) was mapped in the mid-1990s by the Federal Emergency Management Agency (FEMA) as being within the 100-year floodplain. Since the watershed was last studied in late 1980s, there has been a significant amount of new development which could potentially affect the flow of storm water and alter the location of the previously mapped floodplains. The purpose of this study was to use the best available technical data and methodologies combined with local residents' reports of flooding to identify potential public safety and property flood hazards and risks. If the community agreed there is a significant flood risk, the study would continue to identify potential solutions.
In the 1990s, previous studies analyzed the need for a large flood control structure which was opposed by the community and later canceled by the Scottsdale City Council due to public outrage. The community was concerned this study was a second attempt to force an expensive infrastructure project on the community. Residents had a low level of trust and did not believe there was a flood risk which warranted construction of any new flood control structures. Residents in the study area are predominately Caucasian, over age 45, highly educated, very engaged in community issues and have a higher than average household income. Many of the residents have “the ear” of the elected officials. They are also well organized into several community activist groups.

To help gain the trust of local residents, a three-phase public involvement plan was developed. The goal of the first phase was to listen to the public to understand their concerns and begin to rebuild the trust between the District and the community. The team also requested photos, videos and stories of previous flooding in the area.
The District took two years of public meetings, meetings with homeowner associations, conversations with school districts, individual stakeholder meetings and an online flood tolerance survey to understand whether the public felt a problem needed to be addressed.

Results from the hydrology modeling were shared with the public and multiple meetings were held to determine if residents felt there was a problem that needed to be addressed. The District took two years of public meetings, meetings with homeowner associations, conversations with school districts, individual stakeholder meetings and an online flood tolerance survey to understand whether the public felt a problem needed to be addressed.

After this extensive outreach, the public was asked to evaluate a No Action, No Build and Build alternative. If the community felt the best option was No Action, District staff agreed to stop the study and not move forward with potential solutions. After receiving direction from the community that there was a problem and the District should evaluate potential solutions, an advisory committee was formed to help develop and evaluate potential solutions.

At the end, residents agreed there was no widespread flood risk in the Northwest Watershed sub-area and will continue to provide input as the District requests FEMA re-map the watershed to remove the structures determined not to be at risk from the regulatory floodplain. After initial opposition, a majority of the participants agreed new drainage infrastructure should be evaluated to reduce the flood risk to 800 homes, businesses, and public infrastructure in Rawhide, Washington.
Now is the time for a new way of thinking about public transport in Auckland. Bold changes are needed to provide a better level of service, respond to public demand, and provide better connections to the places Aucklanders want to go.

The New (Public Transport) Network is Auckland Transport’s biggest and most significant public consultation since it was established in 2010. It is a comprehensive review and transformation of Auckland’s public transport network. It fundamentally changes the way people use buses, trains and ferries. Auckland Transport set a three year programme to complete consultation of the New Network in the major urban areas of Auckland. During the three year consultation:

- An incredible 54 bus routes of the 79 proposed were amended as a result of public feedback
- Over 15,000 pieces of feedback were received; generated by feedback forms, over 200 public information events, workshops and presentations
- The engagement process was continually refined, advanced the use of online interactive tools, supported community initiatives and won support from key stakeholder groups
- The engagement process positively influenced the final network design, and proved the value of consultation within both Auckland Transport and the community

The consultation sought to answer the question “Do we have the proposed new routes and service levels right?” This approach was used to invite robust criticism, make use of local knowledge, and find out about residents’ preferences.

The primary challenge was prompting locals to look beyond their personal journey and understand the high level regional transformation story that benefits all of Auckland. Results implied that respondents made conscious decisions, and understood the trade-offs and rationale for change.
Engagement activities and tools included stakeholder workshops, youth focused events, comedy videos, interactive maps, bus driver briefings, translations of the consultation brochure, utilising non English speaking staff and ambassadors, and creating a range of collateral for vision- and hearing-impaired citizens.

The impact of active participation in an innovative, two-way engagement process has informed Auckland Transport and enabled it to make sustainable planning decisions and better allocate public transport resources.

The feedback made it possible for Auckland Transport to refine its proposals, and have confidence that it is creating a robust foundation to implement a world-class public transport network.
ENVIRONMENT

Winner

Department of Environment, Water and Natural Resources SA, The Dog and Cat Management Board SA, and democracyCo

"Dog and Cat Management Policy Reform – Stakeholder Engagement and Citizens Jury Process"

The 2015 South Australian Citizens Jury on Unwanted Pets was highly successful. It focused on a range of controversial issues, including mandatory desexing of dogs and cats. Most of the Jury’s recommendations were accepted by the Minister, incorporated in legislative amendments and were passed by the South Australian Parliament a few months later. This Citizen’s Jury is now recognised, across the South Australian public sector, as ‘the model’ for citizen juries and the field of deliberative democracy.

Good public participation practices are not an end in themselves – governments across the globe strive for improvements in their participative approaches so they can be better governments, and deliver meaningful change around issues that impact peoples’ lives.

This Citizens’ Jury illuminated the power of collaboration as central to making a difference for society.

Over more than a year, the South Australian Dog and Cat Management Board and the Department of Environment Water and Natural Resources worked to build a robust working partnership of stakeholders to address the issue of unwanted pets. This partnership was built before a citizens’ jury was held on the issue and it continued on, during the Jury process, supporting the Jury in its deliberations. The collaboration has continued since the Jury provided its’ report, and continues to this day, developing detailed policy in line with the Jury’s recommendations.

These relationships between the key stakeholders supported the deliberations of the Jury and, importantly, provided a platform for the implementation of its recommendations. All stakeholders regarded the Citizen’s jury process as legitimate and valid, before the recommendations were known.

The Dog and Cat Management Board engaged democracyCo to facilitate the 12-week Jury process, involving 35 jurors, sitting over four sessions. New
Democracy were contracted to randomly select the jury. Invitations to participate in the Citizens’ Jury were extended to a randomly selected sample of over 4,000 citizens. Stratification was then used to ensure a mix (matched to Census data) by age and gender and ensure a 50/50 mix of pet owners to non-pet owners.

The Jury provided the Minister with 7 recommendations about how to manage the issue of unwanted pets including a “verdict” on whether mandatory desexing was part of the solution. Before the Jury, this issue was seen as too politically risky. The Minister publicly committed to the Jury that he would put forward the Jury’s decision on mandatory desexing to the government and the Parliament. The Minister also committed to table all recommendations in Parliament and to respond publicly and in writing.

This is the first time that a South Australian Citizens’ Jury had been requested to provide a verdict to Government, which would be put forward in its entirety.

The Minister fully supported 4 out of 7 recommendations. The Dog and Cat Management Amendment Bill 2015 containing mandatory desexing was passed in Parliament on July 2016. The Minister committed to investigating two further recommendations and did not support one.

Sustainable policy making does not come from empowering citizens alone, locking them in a room together and hoping they come out with a good outcome. Citizens need to have appropriate information and expertise available to them and an environment that facilitates robust deliberation and reflection. Jurors need to
This is the first time that a South Australian Citizens’ Jury had been requested to provide a verdict to Government, which would be put forward in its entirety.

hear about and consider the “political and societal landscape,” within which their recommendations will be considered.

With the rise in popularity of deliberative processes, this Citizens Jury is now the gold standard. The Dog and Cat Management Board and democracyCo focused on collaboration with stakeholders, to support a valid, compelling deliberative process. The result is ground-breaking legislation and lasting, dynamic relationships with all stakeholders.

HEALTH

Winner

Victorian Health Promotion Foundation (VicHealth) MosaicLab

Victoria’s Citizens Jury on Obesity

A citizens’ jury is an innovative means of involving everyday people in the process of government decision-making. Actions to address complex public health issues such as obesity can elicit polarised responses from government, industry and the community at large. Understanding the interaction between human behaviour and the environments in which we live, work and play is critical when translating research into effective and enduring public health policy.

Victoria’s Citizens’ Jury on Obesity, an initiative of VicHealth, provided 100 everyday Victorians with an independently designed and facilitated process to allow them to make their own decisions on ‘how we can make it easier to eat better’, and how they would like government, industry and community to respond. The intent was to mobilise communities and individuals to take action, encourage industry to initiate change, and create an enabling environment for stronger government action.

The newDemocracy Foundation, a leading Australian research institute in democratic innovation, developed a process to give a random sample of citizens a “journey of discovery” about their food choices. This citizens’ jury focused specifically
on food and the way we eat, recognising the large role it plays in society and psychology, and the range of influences few of us are aware of when it comes to food choices, such as social setting, colour and context.

The jury was asked to respond to the following remit: *We have a problem with obesity. How can we make it easier to eat better?*

Submissions of evidence responding to the question were invited by newDemocracy Foundation. Jurors were provided with 64 submissions encompassing a broad range of views from public health advocates, food retailers and industry groups, community organisations and individual community members. After six weeks reviewing and discussing this evidence online, using a custom designed collaboration platform, the jury were asked to identify any gaps and to select experts they would like to hear further evidence from in-person.

On 17 and 18 October 2015, 78 of the original 100 randomly selected Victorians came together as citizen jurors to consider the additional evidence, consolidate their views and develop their ‘asks’. An ‘ask’ is the jury’s perspective, after considering the evidence, on what needs to be done to address the issue.

The jury presented 20 “asks” to a steering group comprising key government, industry, public health and community decision makers and convened by VicHealth. The group included representatives from AMA Victoria, Australian Beverages Council, Australian Food and Grocery Council, CHOICE, City of Melbourne, Centre for
Physical Activity and Nutrition Research at Deakin University, Coles, Foodbank Victoria, Obesity Policy Coalition, Tennis Australia, VicHealth and the Victorian Department of Premier and Cabinet.

The steering group publicly responded to the jury’s ‘asks’ on 4 December 2015.

A number of actions have been progressed by VicHealth in line with the commitments we made in the Steering Group response. We are also aware of a range of other actions being progressed by others, such as the Victorian Government recently mandating that kilojoule information be on fast food menus in line with this jury’s ask. The progress of the jury’s ‘asks’ will continue to be monitored by VicHealth, as we and some members of the steering group work with policymakers, public health and consumer advocates, and industry to promote Victoria’s Citizens’ Jury on Obesity.

INFRASTRUCTURE

Winner

Murrumbidgee Irrigation Area Renewal Alliance

Hanwood Modernisation Project

The Murrumbidgee Irrigation Area Renewal Alliance (MIA Renewal Alliance) is an Alliance between Murrumbidgee Irrigation (MI), GHD, UGL and John Holland Group. MI established the Alliance to carry out innovative infrastructure upgrades that would improve the existing irrigation delivery system, increase agricultural productivity, create water savings and ensure the future viability of the Murrumbidgee Irrigation Area (MIA). The Hanwood Modernisation Project was one of the first projects to be planned and delivered by the Alliance. Hanwood is located approximately 5 kilometres south of Griffith and is predominantly a horticultural area that produces citrus, wine grapes and stone fruit. More than 200 farmers, who are also customers of MI, have properties within the project area and were engaged during all stages of the project. The project scope included planning, design and construction of an upgraded water delivery network within the Hanwood area. Key elements included the conversion of open
channels to pipelines, channel relining works, automation of flow control structures and installation of new water flow meters that integrated with existing on-farm infrastructure. The project was mostly funded by the Australian Government under the Private Irrigation Infrastructure Operators Program in NSW.

The public participation process employed by MI and the Alliance varied significantly to what was practiced by MI in the past. MI customers indicated that they did not previously have enough input to the decision-making process, were not provided with enough information to make informed decisions and were often consulted after a decision had been made.

The level of participation varied at different stages of the project, with the Alliance recognising early on that a best practice, multi-level engagement approach would need to be employed. This was to ensure that there were sufficient opportunities for MI customers to provide input to the decision-making process, without exposing those who were not used to this level of participation to ‘consultation fatigue’. We matched the level of participation to the level of decision being made and the extent to which they could influence each decision.

Early engagement activities aimed at building trust in the process with stakeholders and included a Project Reference Group, multiple rounds of interactive community workshops, one on one site based meetings and a formal process to determine customer support for the preferred option. Participant satisfaction with the engagement process was very high over the course of the project. At the completion of the planning stage of the project, 92% of surveyed MI customers
A formal evaluation process found that 93% of customers indicated that their experience working with the Alliance during construction was positive.

within the project area indicated support for the Alliance preferred scheme being recommended to the MI Board, who subsequently approved this scheme.

Following approval of the scheme, the engagement focus shifted to working with stakeholders to better understand their property and incorporate their feedback into the design of water outlets that would integrate with their existing on-farm infrastructure. During construction, a significant effort was made to keep all stakeholders informed of works and to collaborate to resolve any site based issues before they could escalate. A formal evaluation process found that 93% of customers indicated that their experience working with the Alliance during construction was positive.

The high level of support from MI towards the public participation approach employed by the Alliance, highlighted the way that best practice engagement could achieved through internal buy-in. MI realised benefits such as increased customer confidence and trust in the decision-making process by implementing a best practice approach to stakeholder engagement. Similarly, MI itself grew as an organisation by choosing to implement a similar engagement approach on all new major infrastructure projects.

This project advanced the field of public participation by serving as a case study of how a change in attitude towards public participation within an organisation can result in benefits for both the organisation and its stakeholders.

DISASTER and EMERGENCY SERVICES

Winner

Surf Coast Shire Council

The Fire Game Project

“The Fire Game” was created by Surf Coast Shire Council to enhance community engagement and awareness of bushfire risk in the municipality – which contains some of the most fire prone areas in Australia.

The board game was produced through Council’s Resilient Communities Program in 2015, in collaboration with local emergency service agencies and community
stakeholders including the Country Fire Authority; Department of Environment, Land, Water and Planning; Victoria Police; Department of Health and Human Services; the Victorian Council of Churches Emergencies Ministry; and grade 5/6 students from Anglesea Primary School.

The Fire Game is targeted at permanent and non-permanent residents and visitors to the Shire (particularly in high risk townships), and is suitable for players 9 years old and over (playing in teams with adults). The game contains locally-relevant information to develop players’ bushfire knowledge and encourage conversation particularly related to household fire plans, preparing properties before fire season and accessing/understanding information sources, to equip people to make good decisions in the event of a bushfire affecting their area.

The game also aims to increase players’ understanding of the roles played by a variety of agencies before, during and after an emergency, and what the public can realistically expect from them – e.g. councils, Country Fire Authority, other emergency services, land managers and welfare agencies.

Ultimately, The Fire Game works to strengthen the resilience of Surf Coast Shire communities in the event of bushfire by building capacity for the public to prepare themselves well and make informed decisions under stress, with an emphasis on self-reliance and self-responsibility.

Council hosted a range of events using ‘The Fire Game’ during the summer of 2015-16, including two hour facilitated multi-agency activities in high risk communities, game sessions for local clubs and community groups, and “pop up” events in places of high pedestrian traffic in the Shire. Copies of the game are now able to be borrowed by schools and community groups to use for their own purposes/programs.
Being an enjoyable, locally specific and innovative means of engagement, we anticipate that the level of retention of the information shared with participants during The Fire Game activities is generally higher than other presentation-based methods. The large majority of participants who attended facilitated community sessions indicated that they took action to review or improve their fire plans after playing the game – demonstrating the success of this approach.

For example, top responses collected through SurveyMonkey (March 2016) to the question “What actions did you take as a result of attending a Fire Game event? were:

1. Reviewed and/or updated our fire plan (81% respondents)
2. Talked to family/friends/neighbours about being prepared for bushfire (74% respondents)
3. Packed an emergency kit (67% respondents).

Council is currently finalising an order for 1,000 copies of The Fire Game which will be distributed widely and strategically throughout Surf Coast Shire – e.g. to primary and secondary schools, community houses, libraries, fire brigades and cafes (to target holiday-makers). There is also potential to increase the game’s reach by creating “add-on” packs to adapt the game for younger players, target groups and/or all hazards; linking it to school curriculum; adapting it to a trivia format; and by creating digital applications.

COMMUNITY DEVELOPMENT

Winner

Cumberland Council

Refugee Camp in My Neighbourhood

The newly amalgamated Cumberland Council area in Western Sydney is one of the most culturally diverse Local Government Areas in Australia, with residents from more than 150 countries of origin. The area has one the highest populations of refugees and people seeking asylum in Australia – more than 20,000 refugees have settled in the area over the past 25 years. The suburb of Auburn is a place of first settlement for many new arrivals and has the highest number of people awaiting outcomes of their asylum claims in NSW (approximately 4,624).

Between 2014 and 2016, Council collaborated with local organisations and community members from various refugee backgrounds to develop the ‘Refugee Camp in My Neighbourhood’ project. The outcome is a simulated ‘refugee camp'
exhibition/tour that takes participants on an interactive journey exploring some of
the challenges and experiences refugees face in their search for safety and trying
to access resettlement in another country.

The tour has been designed based on the personal stories and lived experiences
of over 100 community members from a range of refugee backgrounds including
Sierra Leone, Sri Lanka, Bosnia, Afghanistan, Somalia, South Sudan, Turkey, Iraq, Iran,
Rwanda, Myanmar and Burundi. Key to the project’s success has been the ongoing
engagement of members from former refugee communities and project partners
in all aspects of the project including design, recruitment, implementation, promo-
tion and evaluation. IAP2 core values of public participation have been embedded
through all stages of the project with ownership of the project and decision making
being directed by community members to ensure the project reflected the stories
and voices of Auburn’s local refugee and asylum seeker population.

A series of engagement activities were implemented to enable the community
to make decisions and determine the key messages of the camp and project out-
comes, the stories to be shared, the design of interactive displays or multimedia
pieces and the tour journey itself. Community members also provided input into
the recruitment of tour guides including the characteristics and skills required and
strategies to recruit tour guides. These responses informed the position descrip-
tion, application selection criteria, the recruitment process and employment condi-
tions of tour guides.

Fifty-four tour guides from 19 different cultural backgrounds – both former refu-
gees and people currently seeking asylum – have been employed to lead the tours.
The tour guides have also played a key role in developing the tours, identifying personal stories and experiences to be incorporated on the tour and lending an authentic voice to debunk common myths about refugee issues.

A range of participation processes have been used to develop the project. These included collaborative planning meetings with community members and project partners, collaborative design workshops with refugee communities using storyboarding techniques to identify key messages and design the exhibition/tour (facilitated by UNSW Centre for Refugee Research); a focus group with young people from refugee backgrounds, a survey with settlement case workers, stories from community members in detention and an advisory group with project partner representatives. A small grants and event support program was also implemented to assist grassroots refugee community groups to hold events and activities that coincided with the project. Regular feedback was provided at all stages of the project development.

A documentary produced in 2014 about the project and the engagement processes is available to view at www.refugeeweekauburn.com.au.
ENCOURAGEMENT AWARD

Aurecon, Transport for New South Wales, Laing O’Rourke and RCR Infrastructure as Novo Rail

*Wynyard Station Upgrade*

Upgrading one of Sydney’s busiest train stations with more than 110,000 pedestrian movements every day while remaining open for business is not only a complex engineering task but also a challenge for effective communication and engagement with stakeholders. A coordinated and collaborative approach was required during the construction phase of the project to engage with a multitude of stakeholders, including Sydney Trains staff, customers (commuters), neighbouring businesses and residents as well as advocacy and accessibility groups.

Novo Rail alliance (Novo Rail), as a partnership between Aurecon, Laing O’Rourke and RCR Infrastructure together with Transport for NSW, worked together to deliver the Wynyard Station Upgrade. This collaborative delivery model enabled a close working relationship between the project team and the responsible government department. Aurecon led the communication and engagement and worked as part of the integrated design and construction team throughout the project. Our engagement objectives in the lead up to and during the construction phase of the project were to:

- keep key stakeholders regularly informed of project progress
- provide easily accessible information
- encourage a sense of communal ownership of the project
- be transparent in all that we do
- maximise community/stakeholder understanding of our role and the rationale for the projects we deliver.

- These objectives were achieved by using a combination of traditional engagement tools with more innovative and digital engagement tools and activities to engage with customers, work with impacted stakeholders and promote the benefits of the project. Key highlights of this approach include:

- a project specific smart phone app (NovoView) to promote the finished product and engage with each individual commuter
• push mobile notifications via NovoView to reach every individual commuter with key information impacting their journeys in real time
• visual engagement through photos, videos, animations and social media
• ongoing and specific engagement with accessibility groups to proactively seek feedback about the station design and access changes
• a dedicated strategy for engaging with rough sleepers to ensure regular, accurate and up to date information was provided.

Through the collaboration with the delivery partners, our comprehensive communication and engagement strategy used these targeted and considered means of engagement to exceed the objectives and set a benchmark for major projects in Sydney's CBD.

The success of our engagement approach can be measured by the participation and feedback from stakeholders such as the Sydney Trains, City of Sydney, Vision Australia and Guide Dogs Australia, the small number of complaints and the extent and regularity of engagement with commuters through social media and NovoView.
INDIGENOUS ENGAGEMENT

Winner

School of Community and Regional Planning and Musqueam Indian Band

*Indigenous Community Planning Program at the UBC School of Community and Regional Planning*

Across the country, provincial governments, municipalities, health authorities, and the courts are recognizing the primacy of Aboriginal rights. In BC, this shift is accelerating: more than 65 BC First Nations are currently completing treaty processes to guarantee self-government and the protection of their natural resources and way of life. An integral part of the treaty process is the creation of comprehensive community plans (CCPs). However, First Nations have struggled against what have proved to be imposed, colonial models of planning and public engagement that neither engage nor align with their values, traditions, engagement process and needs.
In response, the UBC School of Community and Regional Planning partnered with Musqueam Indian Band in 2012 to create a two-year master’s specialization that decolonizes community planning and public engagement. The Indigenous Community Planning (ICP) program provides practical learning and training in planning and public engagement. The ICP specialization targets emerging Indigenous and non-Indigenous planners who will support Indigenous communities in achieving their aspirations for self-determination, land stewardship, cultural revitalization, and community health and wellbeing, and in managing their relationships with surrounding municipalities and other entities.

Student planners through a combination of specialized classroom learning, on-site internships, and an eight-month, on-Reserve practicum in an Indigenous community, learn Indigenous theory, applied planning practice and public engagement. The approach is grounded in community and land-based understandings of planning that emphasize land stewardship, cultural revitalization, mutual learning, and Indigenous worldviews, planning and community engagement systems and protocols.

The core foundational learning component of the ICP program, is the eight month applied planning practicum in the second year. Teams of two students’ pair up to support a First Nation’s planning process (comprehensive community planning, land use or health planning). It is during this intensive learning period where students and the Host community collaborate through in-community service and contribute over 700 hours of combined community planning and public engagement support.
Done well, Indigenous community planning and public engagement stands to offer tremendous social, environmental, and economic value to Canada as a whole. It provides communities with the tools to protect the country’s natural resources. It increases public and private investment in those communities and improves communication with other governments and the private sector. Effective planning and public engagement encourages Indigenous governments—and municipal, provincial and federal governments—to reflect on their shared history to facilitate the process of truth and reconciliation. And it helps ensure that all Canadians have access to greater health and prosperity.

**DIVERSITY and INCLUSION**

**Winner**

EcoPlan International  
*Tides of Change: Cormorant Island’s Economic Development Plan*

“Tides of Change” is the name of Cormorant Island’s economic development strategies in Canada between a First Nation and a municipality, the project provides a real example of collaborative, participatory planning and the successes such an approach can achieve, both in achieving project outcomes, but also building community.

Located off of the north end of Vancouver Island, the island has a population of about 800-1,000 year-round residents, more or less evenly split between the
Namgis First Nation and the Village of Alert Bay. The two communities had separately undertaken several economic projects and plans with little to no coordination. However, by 2014 Cormorant Island faced a number of economic challenges, including the closure of local businesses and a declining population.

The two governments joined forces to conduct a joint economic development planning process in order to avoid duplication of efforts, align their work, and capitalize on the unique assets and skills of each community. EcoPlan was brought in to lead and coordinate the work. The resulting economic development plan involved a process that engaged residents from both communities, built stronger relationships between them, and generated a widely supported plan that was immediately set into action upon completion.

The primary project challenge was in developing project objectives and actions that addressed the needs of two distinct communities. The two communities have unique cultures, contexts and histories, including 150 years of shared history that had seen both high points and low points in the relationship between them. Each community also had its own experience with planning and public participation. Initial interviews revealed that many Namgis members had “planning fatigue”, as well as skepticism/distrust that anything would come out of their participation. Village residents on the other hand, were eager to talk, but there was a need to expand the conversation beyond the small ‘usual crew’ who showed up at the community meetings.

To address these differences, project engagement included unique activities for each community, as well as a number of joint activities and communications. Generally speaking, at the outset of the project there was a greater focus on engaging the two communities separately in order to build trust and participation, which was then followed by more joint activities that helped build and strengthen relationships. These efforts have produced the following:
• Unprecedented levels of community participation on the island
• Community-developed, community-supported Joint Economic Development Plan, approved by both Councils
• Joint economic objectives and vision statement
• Six ‘Quick Start’ actions (all of which have been completed), 11 short-term actions, and five medium-to-long term actions were identified
• Strengthened and renewed relationships among citizens, staff and councils

Honourable Mention

Vancouver Coastal Health

*Keeping Seniors Well*

The Ministry of Health has instructed the BC Health Authority’s to develop prototype models of care for the complex chronic senior population. VCH will develop and implement models of care in three distinct and diverse communities: North Shore, Vancouver (West End/Fairview Slopes), and Richmond. The aim is to better support senior’s health and social needs while living independently so as to reduce admissions to emergency departments and hospital which can hasten a senior’s move to residential care or even the end of their life. Engagement and development of a new model of care will focus on those communities that currently have the highest admission of seniors to emergency departments and hospitals.

To ensure that the model of care is effective and responsive to the needs of seniors extensive engagement with patients, clients, families, and caregivers will take place. Creating access to the engagement process was a challenge due to the size of the communities, the diverse cultures, language requirements and mobility of participants. All these factors were major drivers for the decision to use multiple methodologies for engagement.

One on one interviews were offered to seniors who wanted to share their input but were unable to attend a community forum. Community forums were held in three communities in locations frequented by seniors and that were familiar to them.
Through the identification of needs and dialogue to find solutions, three distinct prototypes for senior care were developed that provide primary and community care in an integrated approach.

Partnership with senior serving community based agencies supported identifying the locations and promoting the forums. Comfort and physical access were considered as was time of day to ensure the highest level of participation.

All in all, there were over 500 participants at the community forums and an additional 50 responses received via the interview method. At the end of the nearly 13-month process, the unique and complex social and health care needs of seniors and their family members in the three communities of care within VCH were identified. Through the identification of needs and dialogue to find solutions, three distinct prototypes for senior care were developed that provide primary and community care in an integrated approach. The components of each model, as determined by each distinct community, are now being implemented and guided in that implementation by reference groups that were formed in each community.
P2 for the GREATER GOOD

Winner

Vancouver Coastal Health

CEAN Advance Care Planning Workshop Program

Vancouver Coastal Health is a large, public agency providing comprehensive health services including primary, community and acute care, as well as public health, to over 1 million people. Areas covered include the residents of Vancouver, Richmond, the North Shore and Coast Garibaldi, Sea-to-Sky, Sunshine Coast, Powell River, Bella Bella and Bella Coola. VCH’s region includes 22 municipalities and regional districts, and 16 First Nation communities. Our organization provides a range of health services, including 14 hospitals, 15 community health centres, mental health and addictions programs, and residential care facilities. At VCH we are a “People First” organization and our vision is to be leaders in promoting wellness and ensuring care by focusing on quality and innovation. Our mission is to support healthy lives in healthy communities with our partners through care, education, and research.

Having a voice in decisions about your health care treatment is important. There may come a time when, due to illness or injury, you are incapable of expressing your treatment wishes to health care providers. By planning in advance, you can be sure that your family, friends and/or health care providers know your wishes, and can ensure these wishes are followed. An advance care plan (ACP) can answer:

- Who do you want to make your health care decisions for you?
• What health care treatment(s) do you agree to, or refuse, if a health care provider recommends them?

• Would you accept or refuse life support and life-prolonging medical interventions for certain conditions?

• What are your preferences should you need residential care and not be able to be cared for at home?

Vancouver Coastal Health wanted to know how to support patients and families to plan for a time when they can no longer speak for themselves about their healthcare decisions. How do we help people start this very important conversation with families in a way that is sensitive and comfortable for them? How do we do this with limited resources and budgetary constraints?

In order to answer these questions, the Community Engagement Team held a Community Engagement Advisory Network forum in the spring of 2010. The CEAN is a group of public volunteers who work with VCH to advise us on healthcare services planning and delivery from the perspective of the patient and family member. Facilitated discussions took place to consult CEAN members at the forum on how to help both staff and the public understand and accept the benefits of having an Advance Care Plan, as well as how to help the public get started on talking about it with their loved ones. The team also continues to work with community partners to promote the workshops, and deliver workshops within the partner organizations to achieve a wider reach in their communities. More recently, members of the team have participated on committees to plan and design further public education on ACP and to develop resources for patients and families. CEAN facilitators draw on their own experiences to build the workshops and deliver them in a way that is sensitive and accessible. Participants leave with more information about Advance Care Planning, as well as some tips to get started – how to start conversations with their loved ones and where to go for more information.
Winner

San Francisco Municipal Transportation Agency

*Van Ness Improvement Project: Pre-Construction Community Outreach*

Van Ness Avenue, home of the Van Ness Improvement Project, is one of San Francisco’s most important north-south arterials and part of U.S. Route 101. With approximately 45,000 jobs, 25,000 housing units and key regional destinations such as the San Francisco Civic Center, the corridor serves as one of the region’s major employment and commercial centers and supports one of the highest population densities of any transit corridor in San Francisco.

Construction is scheduled to begin on the Van Ness Improvement Project this summer, overhauling a two-mile stretch of urban state highway, sidewalk to sidewalk, from 15 feet below the ground to 30 feet above, including all the utilities and roadway in between. This construction will bring San Francisco its first Bus Rapid Transit system, a much-needed and globally proven solution to improve transit service and address traffic congestion. To maximize the benefits of construction,
this multilayer, interagency project includes replacing the water main, sewers and a part of the emergency firefighting water system; updating street lights and adding new sidewalk lighting; beautifying Van Ness Avenue with new landscaping and rain gardens; replacing the overhead contact system that powers our buses; addressing safety for people walking; and repaving the street.

This massive overhaul of the corridor demanded a new construction approach to build the project in the shortest amount of time while maintaining satisfactory traffic and transit conditions as well as maintaining the overall welfare of the communities and local businesses. To help address this need, a Construction Manager/General Contractor delivery method was authorized for the first time for a public right of way in San Francisco’s history. The construction phase of the Van Ness Improvement Project will place a significant burden on the community and requires collaboration with multiple city, state and federal agencies. As we approach construction, three major public outreach challenges have emerged:

1. How do we inform the broad and diverse audience about this major civic improvement project and its construction?

2. How can we engage the public to cultivate relationships so that we may continue to engage these individuals through the duration of construction?

3. How can we collaborate with the community now to develop the necessary plans and programs so that we may address their needs and priorities and be a good steward during construction?
The project team nearly doubled our digital subscribers by developing unique strategies and innovative techniques to inform the public.

The pre-construction community outreach for the Van Ness Improvement Project has been highly effective and has served as a model for other projects across San Francisco. Careful evaluation of these campaigns indicates very successful public participation and engagement. The project team was able to engage and cultivate a broad audience and nearly double our digital subscribers by developing unique strategies and innovative techniques to inform the public about the project through the use of multichannel communications. Our pre-construction survey allowed the project team to consult with an unprecedented 85 percent of properties about construction priorities. The interactive text messaging campaign has been incredibly effective in reaching new audiences for the project as 73 percent of respondents indicated they were unfamiliar with the project and 78 percent have signed up for text message or email updates. We look forward to more positive outcomes from the Pre-construction Community Outreach for the Van Ness Improvement Project.

RESPECT for DIVERSITY, INCLUSION and CULTURE

Winner

Saint Paul Public Schools

Saint Paul Public Schools Facilities Master Planning

As an urban district, Saint Paul Public Schools is Minnesota’s second largest school district serving more than 38,000 students with 78% students of color, 72% in poverty, and more than 100 languages and dialects spoken. SPPS has 72 facilities (68 of which are schools), 7.3 million square feet of space, and 465 acres of land. With 60% of its schools 60 years or older, SPPS has a critical need to update its buildings to meet contemporary learning requirements and community expectations. As part of its equity-based, achievement-oriented strategic plan, in 2014 SPPS launched a Facilities Master Plan (FMP) process to proactively and efficiently upgrade and manage its facility assets while ensuring its school buildings support the 21st century learning needs of students. The technical
challenge posed by the FMP was producing 68 individual school facility plans while ensuring equitable access to limited funding over time, and carefully coordinating projects for maximum efficiency and cost effectiveness. The engagement challenge was even more daunting: ensuring that each school’s facility plan reflects its respective priorities and programs to best serve its students and communities.

The FMP participation goal was to “design with, not for” so that a collaborative process could elicit concrete, authentic input to develop an equitable facility improvement framework for the district and individual school facility improvement plans that will effectively support student learning needs. Intentional stakeholder engagement at specific levels of the Spectrum provided the qualitative information and insights needed to make the quantitative data meaningful and pertinent to the needs of the students, staff, families, and community members who use district facilities. Extensive stakeholder engagement was central to the FMP process and broad input from diverse district, school and community stakeholders provided oversight to the entire FMP planning process; developed FMP guiding documents; and identified each school’s facility improvement priorities. Taken together, stakeholders contributed essential perspectives on how to transform SPPS’ facility portfolio over the next 10 years to best meet the learning needs of the students of tomorrow and into the future.

As a result of this process, SPPS adopted a comprehensive, 10-year Facilities Master Plan (FMP) and FMP criteria by the SPPS Board of Education that will be used to equitably guide district facility priorities into the future. Deep participation by generationally, racially, and ethnically diverse stakeholders from throughout the districts, positive evaluations, and commitment to continued engagement over time.