



2020

CORE VALUES AWARDS

SHOWCASE

HONOURING MODELS OF

EXCELLENCE,
CONTRIBUTIONS
& PROGRESS

WITHIN THE PRACTICE OF P2



IAP2 International

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TABLE OF CONTENTS



**IAP2 FOUNDATIONS: PILLARS OF P2,
CORE VALUES, CODE OF ETHICS 3**

MESSAGE FROM THE INTERNATIONAL CHAIR 4

JUDGING PANELS 5

IAP2 International 5

IAP2 Australasia 6

IAP2 Canada 7

IAP2 USA 9

2020 IAP2 INTERNATIONAL AWARD WINNERS 10

Project of the Year 10

Organisation of the Year 11

2020 IAP2 WINNERS BY REGION 12

ORGANISATION OF THE YEAR

IAP2 Australasia 12

IAP2 Canada 13

PROJECT OF THE YEAR

IAP2 Australasia 14

IAP2 Canada 15

IAP2 USA 16

RESEARCH AWARD

IAP2 Australasia 17

**2020 IAP2 REGIONAL FINALISTS &
HIGHLY-COMMENDED 18**

IAP2 AUSTRALASIA

Organisation of the Year Finalist 18

Project Category Winners & Finalists 19

Community Development 19

Disaster & Emergency Services 20

Environment 21

Health 24

Infrastructure - Construction Phase 25

Infrastructure - Planning & Design Phase 27

Planning 29

IAP2 CANADA

Project Category Winners & Finalists 31

*Extending the Practice – Creativity, Contribution &
Innovation in the Field 31*

Indigenous Engagement 35

Diversity & Inclusion 36

Visual Engagement 38

IAP2 USA

Project Category Winners & Finalists 39

General Project 39

Respect for Diversity, Inclusion & Culture 40



IAP2 FOUNDATIONS:

Pillars of P2, Core Values, Code of Ethics

IAP2 PILLARS OF P2

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

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

The IAP2 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.

IAP2 International Federation is pleased to announce the Core Values Awards Winners and Finalists for 2020.

MESSAGE FROM THE INTERNATIONAL CHAIR



"On behalf of the International Association for Public Participation (IAP2), I am honoured to present the winners and finalists of the 2020 IAP2 Core Values Awards."

"IAP2's seven Core Values go to the very heart of our association and guide how we think about and practice authentic engagement and I'm proud to acknowledge the best of the best."

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

Finalists for the 'best of the best' international awards were gathered from

entries submitted by IAP2 Regions in Australasia, Canada, and United States.

Please join us in congratulating all the finalists and winners. More details and highlights of all finalists and winners can be found in the 2020 Core Values Awards Showcase. 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.

Special thanks are extended to the international jury members **Sarah Huntley**, Director of Communication and Engagement at City of Boulder, Core Values Awards – Organisation of the Year winner in 2019, **Francesca (Patricolo) Jones**, City of Portland Bureau of Transportation, Core Values Awards –

Project of the Year co-winner in 2019 and member of International Association for Public Participation (IAP2) USA Board of Directors, and **Amelia Visagie**, South Africa Manager of Communication and Stakeholder Engagement at Zutari, Johannesburg, South Africa and member of the IAP2 Southern Africa Board, as well as all the members of the judging panels for the IAP2 Regional 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.

A handwritten signature in black ink, appearing to read 'Kylie Cochrane', with a long horizontal flourish extending to the right.

MS. KYLIE COCHRANE
IAP2 International Chair 2020

JUDGING PANELS



1

IAP2 INTERNATIONAL

KYLIE COCHRANE, CONVENER

Kylie is the international chair of the International Association of Public Participation Australasia (IAP2), and an Australasian IAP2 board member. She held former positions as an Institute of Public Administration Australia board member and the engagement representative on the NSW Government Independent Water Advisory Panel. Kylie is a partner and the Global Lead of Communication and Stakeholder Engagement for engineering and infrastructure advisory firm Aurecon.

2

IAP2 INTERNATIONAL

SARAH HUNTLEY, USA

Director of Communication and Engagement at City of Boulder, Core Values Awards – Organisation of the Year winner in 2019

Sarah leads a newly combined department with 23 employees who perform synergistic functions of supporting high-quality communications and dissemination of information, internally and externally, and fostering inclusive and meaningful engagement with the public we serve. As department's director she supports equity, best practices in both fields, and a culture of innovation and continuous improvement. Sarah was a prior winner of both the U.S. and International Core Values Awards.



3

IAP2 INTERNATIONAL

FRANCESCA JONES (PATRICOLO), USA

City of Portland Bureau of Transportation; Core values Awards – Project of the Year co-winner in 2019

Francesca Patricolo is a Transportation Planner and Public Involvement Specialist for the City of Portland Bureau of Transportation. Among many things, she designs Community Outreach & Engagement Plans, organizes and runs public engagement events and outreach processes, summarizes and interprets public feedback to impact Bureau plans and public policy, and evaluates and improves upon Bureau engagement efforts. Her work experience spans compelling engagement processes across the state of Oregon including parks master planning, community visioning, and transportation projects. Francesca holds three degrees from the University of Oregon: a BA in Planning, Public Policy and Management, a Masters in Conflict & Dispute Resolution, and a Masters in Community & Regional Planning. She is also a trained mediator from the University of Oregon School of Law.

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JUDGING PANELS

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4 IAP2 INTERNATIONAL

AMELIA VISAGIE, SOUTH AFRICA

Manager Communication and Stakeholder Engagement at Zutari, Johannesburg, South Africa; Core Values Award Winner in 2019 – Project of the Year in the Members at Large category and former member of the IAP2 Southern Africa Board

Amelia is an experienced Socio-Economic Development Manager with a demonstrated history of working in the design industry. Skilled in analytical skills, facilitation, proposal writing, consulting, and project management. Strong program and project management professional with an asset based community development focus in sustainable community development from Gordon Institute of Business Science. Micro MBA Enterprise Development and socio enterprise development.

5 IAP2 AUSTRALASIA

CLARE MURRELL

Associate/ Sector Lead, Local Government at Capire Consulting Group, Brunswick East, Victoria, Australia

With over 15+ years working across local and state government, Clare joins Capire Consulting Group in a newly created role to support the local government sector to engage well. This role is an opportunity to bring together her extensive knowledge of effective community engagement processes and the role of local government in creating and maintaining thriving communities. Clare is passionate and knowledgeable about democratic innovations to support meaningful and inclusive engagement. Seeing how a collective voice - representing the values of their community – is given the time, information and agency to make good decisions.



6 IAP2 AUSTRALASIA

ANNE PATTILLO

Founder and Principal, pattillo, Wellington, New Zealand

With over 30 years' experience in facilitation and consulting, Anne Pattillo is a strategic thinker, an international leader in stakeholder engagement and a generous sponsor of artists. Anne has become best known for her transformational work with leadership teams. There's nothing she loves more than working with leaders to reignite their energy, realign to purpose and galvanise them into action.

Anne's restless desire to solve problems sees her work with leaders in government, corporate and NGOs sectors across Australia and New Zealand. Anne is also recognised for her work as a leader in community engagement and the International Association of Public Participation (IAP2), including taking a central role in the design of the current IAP2 engagement frameworks and training.

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JUDGING PANELS

CONTINUED FROM PAGE 6



7

IAP2 AUSTRALASIA

LEISA PROWSE

Director at Leisa Prowse Consulting, Brisbane, Australia

Leisa has been a member of IAP2 Australasia for over 17 years and has held several positions in that time including; Queensland Regional Coordinator, Training Coordinator and Board Secretary. Leisa has almost 30 years of experience in community and stakeholder engagement, social impact assessment, and local and regional planning. She has contributed to more than 230 complex transport, resources, energy, water, property and planning projects for the public and private sector across the country. She is tertiary qualified in both town planning and communication and is a trained presentation coach.

8

IAP2 CANADA

SUSANNA HAAS LYONS, M.A.

Public & Stakeholder Engagement Specialist, Vancouver, British Columbia, Canada

Susanna is a civic engagement specialist who designs participation strategies, facilitates complex meetings and provides training for better conversations between the public and decision makers. Bridging online and face-to-face methods, Susanna works across North America on complex and large public engagement projects and teaches engagement skills for government, business, non-profits and at post-secondary institutions.



9

IAP2 CANADA

MIREILLE BROUSSEAU

Mireille dedicates her professional life to strengthening connections between those who experience, organize and provide healthcare services so that collective efforts improve who we are, what we do and how we progress on our health improvement journeys.

CONTINUED ON PAGE 8

JUDGING PANELS

← CONTINUED FROM PAGE 7



10 IAP2 CANADA

JANE NEWLANDS

Jane is a Senior Vice President at Argyle, one of Canada's largest engagement and communication firms, with full-time employees in seven Canadian cities. At Argyle, she leads a national team of engagement specialists with the belief that meaningful engagement is grounded in inclusivity, values and respectful dialogue.

11 IAP2 CANADA

ANNE HARDING

Anne is a former president of IAP2 Canada, recipient of the 2015 Core Values Award for P2 for the Greater Good and a Certified Public Participation Professional (CP3). Her specialties include the energy industry and Indigenous engagement.



12 IAP2 CANADA

BELINDA BOYD

Belinda is Principal of Spectrum Engagement Consulting. She has over 15 years of experience in patient and family engagement. As the current president of the IAP2 B.C. and Yukon Chapter, Belinda is committed to the principles of meaningful and purposeful engagement to support better decisions in healthcare.

Belinda formerly was Leader, Community Engagement, at Vancouver (BC) Coastal Health, specializing in Patient Public Engagement (PPE), ensuring a voice for people most affected by changes or decisions. On her watch, VCH received numerous Core Values Awards, including Organization of the Year (2006), Creativity and Innovation, and Project of the Year (2014), and P2 for the Greater Good (2016).

→ CONTINUED ON PAGE 9

JUDGING PANELS

CONTINUED FROM PAGE 8



13 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.

14 IAP2 USA

LEWIS MICHAELSON

Lewis Michaelson is a past-president, life member, and licensed trainer for IAP2, and a member of the U.S. Institute for Environmental Conflict Resolution Roster of Neutrals. Most recently, he served as Vice President of IAP2 USA. He has more than 28 years of experience resolving complex and controversial water, energy, transportation, land use, public policy and organizational conflicts through the use of public participation and neutral facilitation. He has personally facilitated more than 1,000 public meetings and workshops in over 20 states and trained more than 1,000 people in public participation, conflict management and risk communications. Currently, he serves as President at Participation by Design in San Diego, California.





2020 IAP2 INTERNATIONAL AWARD WINNERS

PROJECT OF THE YEAR



Murdoch Community Center



Neighborhood bus tour helping to educate on community assets

CITY OF FLAGSTAFF, AZ & SOUTHSIDE COMMUNITY ASSOCIATION (USA)

“Embracing Our Heritage; Enhancing Our Future: The Southside Community Specific Plan”

The City of Flagstaff, AZ and Southside Community Association for Embracing Our Heritage; Enhancing Our Future: The Southside Community Specific Plan. The Southside is a culturally diverse and historic neighborhood in central Flagstaff that has been experiencing renewed development pressure. The City and community association built a process that leveraged partnerships and storytelling to address difficult historic topics, while helping the community look forward. Staff and volunteers

focused on creating numerous meaningful small opportunities, many of them “on-the-street,” to gain insight and understanding into the community’s view of history and the City government. The suite of creative public participation methods and continual re-evaluation and adjustment of the process has rebuilt community trust and relationships. The Plan’s adoption was delayed by the COVID-19 emergency.



CITY OF
FLAGSTAFF

READ MORE!

www.flagstaff.az.gov/southsideplan



We are pleased to recognize two additional entries with a Highly Commended award in the International Project of the Year category:

- The City of Guelph (Canada) for their entry “A United Vision: Guelph's Community Plan”
- The City of Sydney (Australia) for their entry “Planning for 2050”

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2020 IAP2 INTERNATIONAL AWARD WINNERS

ORGANISATION OF THE YEAR

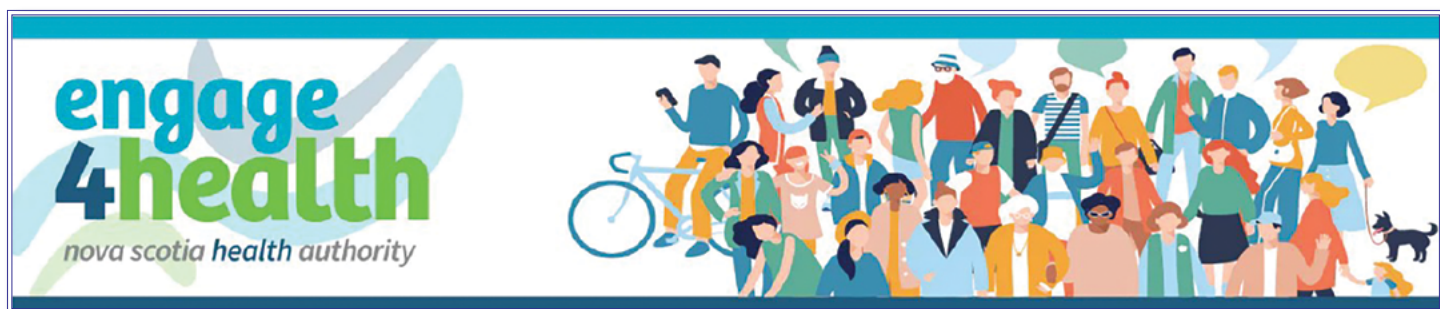
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NOVA SCOTIA HEALTH AUTHORITY (CANADA)

“Evolving the Culture of Engagement in Nova Scotia Health Authority”

Nova Scotia Health Authority’s journey to embed patient and public engagement (PPE) within its organizational culture is a story of evolution. Tools and processes, plans and checklists, guides and training are the outward and visible trappings of an organization which practices engagement. These alone are not sufficient to lay claim to a culture of engagement. How an organization confronts the many challenges of public engagement, and how it adheres to the fundamental principles of excellence in public participation

practice demonstrated in the IAP2 Core Values are the true indicators of how or whether an organization is building a culture of engagement. Evolution is not a linear process. It’s a journey through time replete with successes, failures, leaps forward, and setbacks. Our evolution is a story of perseverance not perfection, and intention to build a strong and enduring organizational culture of engagement founded on the Core Values.



**READ
MORE!**

www.engage4health.ca



2020 IAP2 WINNERS BY REGION

AUSTRALASIA

ORGANISATION OF THE YEAR



MELBOURNE WATER

In 2016, Melbourne Water embarked on one of the biggest organisational change programs ever undertaken in the water industry through the Next Generation Engagement Program (Next Gen).

Just as Melbourne Water’s vision recognises the important role that water plays in enhancing life and liveability for greater Melbourne, Next Gen acknowledges the role we play in the lives of all Melburnians and the vast number of touchpoints that our work has across our city and beyond.

Next Gen set out to embed best practice engagement across all aspects of our organisation through three key building blocks: **Policy, Practice and People**. It was founded on a genuine commitment to the IAP2 Core Values and aimed to propel us from good practice to best practice and beyond. The project is now complete and operates as business-as-usual for our 1000 staff.

Today, engagement at Melbourne Water is supported at the highest level. Our Board has endorsed our Community Engagement **Policy**, which drives our approach, and the Leadership Team has created an engagement-specific Strategic Key Performance Indicator (KPI) to drive performance and investment in engagement right across the organisation.

These are underpinned by a bespoke operating model, which adapts the IAP2 Spectrum and sets a consistent benchmark for the expected minimum level of engagement for everything we do, and toolkit of procedures, guides and templates that support engagement at every level. This ensures that Group-specific engagement objectives and needs are clearly articulated and aligned to the organisational goals.

We also have an organisation-wide Evaluation Framework that



measures how we’re doing and provides comparative data for all engagement activities across the organisation. This assists us to demonstrate the value of engagement and has driven investment by our Leadership Team to continually improve our engagement practice.

Our **practice** is always evolving. We engage in a range of ways, from tried and tested methods such as community bulletins, focus groups, doorknocks and pop-up events to more innovative approaches such as deliberative panels, co-design, digital platforms and social media. Since our YourSay page was launched three years ago, we have had over 64,000 visits, received 1,215 insights and had over 1,800 community members register to follow our key projects. Recently, we developed an interactive game (Drip Trip) that takes players on a personalised urban water cycle adventure to educate the community about our services in support of engagement on our 2021 Pricing Submission.

We have successfully embedded the policy and tools for our **people** through internal communication campaigns and an enormously successful masterclass series that was attended by over 700 staff. Next Gen is supported by a competency framework for engagement which has helped to build capacity and capability across our technical teams and all new engagement staff are enrolled in IAP2 training as part of their induction.

Our commitment to innovate and evolve our engagement practices aligns with our commitment as signatory of United Nations Global Compact (UNGC) for the UN Sustainable Development Goals (SDGs).



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2020 IAP2 WINNERS BY REGION



CANADA

ORGANISATION OF THE YEAR

← CONTINUED FROM PAGE 12

NOVA SCOTIA HEALTH AUTHORITY

The Problem & Challenge

Nova Scotia Health Authority (NSHA) came into being in 2015 as the result of the amalgamation of nine smaller district health authorities (DHAs) across the province of Nova Scotia. Together with the IWK Women's and Children's Health Centre, NSHA provides acute hospital care, surgical services, primary health care, public health, mental health, long term and continuing care services for Nova Scotia's 940,000 residents.

With 23,400 employees, 2,700 physicians, 500 medical students, 5,500 other learners, and 7,000 volunteers, the NSHA is a small city unto itself. Bringing everyone together under a single organization presented many unique challenges. Layer onto this the merger of nine different organizational cultures, the imposition of a matrix organizational structure, new legislated and accreditation requirements for engagement, and a challenging and skeptical public anxious about change.

The Role of Public Participation

- Engagement is incorporated into the routine operations of the organization in multiple ways
- The Public Engagement (PE) team has four Engagement Advisors who serve as internal consultants providing strategic advice, planning support and facilitation services.
- NSHA has recruited 200 volunteer Patient/Family Advisors (PFAs) who sit on quality committees and councils throughout the organization.
- The Patient, Family and Public Advisory



Council has 12 volunteers who meet monthly to provide broad ranging advice to NSHA.

Project Results

The health authority incorporated public engagement as one of three directions in its first strategic plan (2016-19), which laid the groundwork and set key directions for the development of NSHA's engagement approach. The second 3-year strategic plan (2019-22) shifted engagement from a strategic direction to a 'foundation,' which establishes engagement as a core strategic function for the organization, supports the integration of engagement in operations at all levels, and provides for continued capacity building. The 2019 strategic plan renewal employed comprehensive internal and external engagement processes that involved hundreds of NSHA staff, volunteers, learners, patients, community partners, and members of the public.



Through a combination of in-person, online and virtual processes, input on the development of the 2019-22 NSHA strategic plan:



- Informed a new strategic direction on population health improvement and wellness
- Provided important feedback on the importance of demonstrating how NSHA lives its values, and supported the development of plain language values statements
- Advised on the simplification of the presentation, concepts and messaging used in the plan.

→ CONTINUED ON PAGE 14



2020 IAP2 WINNERS BY REGION

AUSTRALASIA

PROJECT OF THE YEAR: **PLANNING**

CONTINUED FROM PAGE 13

CITY OF SYDNEY

City of Sydney's new Community Strategic Plan

Commencing in 2018, the City of Sydney undertook an extensive community engagement program to support the development of a new Community Strategic Plan to 2050. The objectives of the Sydney 2050 engagement were to:

1. Share with the community what we have planned for the decade in Sustainable Sydney 2030 (our current plan) and confirm if we are still heading in the right direction.
2. Share future trends and workshop new ways of thinking about 2050 to inform and identify long-term community values and priorities.

The engagement program needed to capture the breadth of our community – the 1.3 million people who live, work, visit, do business or study in the city every day. It also needed to delve deeply into the challenges of city-making. The process was iterative as we developed a community vision through values, future trends, challenges and ideas for action. Throughout the process, the insights from the community informed the research and vice-versa.

The first step was to work with Councillors and our expert advisory panels to develop our approach which focused on gaining clarity on engagement outcomes and aligning these with the City's engagement principles. Desired engagement outcomes included achieving strong participation from people under 30, bringing experts and community together and increasing civic efficacy and empathy.

Early engagement with the community allowed us to test approaches and to understand hopes and concerns for the future. These insights were used to shape the questions we asked in the broad engagement phase. We also asked, 'how will we know the engagement has been a success?' to inform our evaluation framework.

Like many community strategic plan projects, we sought broad input across the community through:

- a survey of over 5,000 people
- 33 pop-ups at events in our villages and libraries
- 12 community sessions including 2 in Mandarin, 1 in Spanish
- 23 workshops with children and young people in schools and universities
- creative writing and leadership programs – *I am Sydney* and Emerging Civic Leaders
- workshops with First Peoples, small business, cultural and nightlife sectors and our advisory panels
- community and business group briefings.

We made our data available through data-story maps and VR experiences to help inform community feedback. We then tested our research and broad community engagement findings at a stakeholder workshop attended by 300 stakeholders from government, business and the community.

A deliberative program that included a Youth Summit, a Children's Summit and a Citizens' Jury took a deeper look at how Sydney could be transformed in the future. 100 students deliberated on the outcomes of the school workshops and presented their transformative ideas to the Lord Mayor. The 3-month long Citizens' Jury considered the engagement and research findings along with 2000 ideas generated by the stakeholder workshop, youth and children's summit and those submitted by the community online. They sought expert advice and recommend eight concepts that will transform Sydney.

The outcomes of the Sydney 2050 engagement are now online and have been reported to Council and back to participants. Updates to Council on the proposed directions of the plan and



CONTINUED ON PAGE 15

how these respond to the community engagement outcomes have commenced. However, the Covid-19 crisis has delayed the finalisation of the plan. The City will now also use the insights from the Sydney 2050 engagement as we map out the recovery from the coronavirus pandemic.

While the engagement program included a mix of engagement approaches designed to bring different people into a meaningful

conversation about the future, we always ensured the purpose and outcomes of each activity aligned, and the findings could be synthesised into a coherent community voice. We ensured that the overall program had a purposeful trajectory from exploring community values to developing transformative concepts. We hope the result will be a Community Strategic Plan with a clear community vision and priorities that we are confident are supported by evidence.



2020 IAP2 WINNERS BY REGION

iap² International Association for Public Participation CANADA

CANADA

PROJECT OF THE YEAR: CREATIVITY, CONTRIBUTION & INNOVATION IN THE FIELD

CITY OF GUELPH

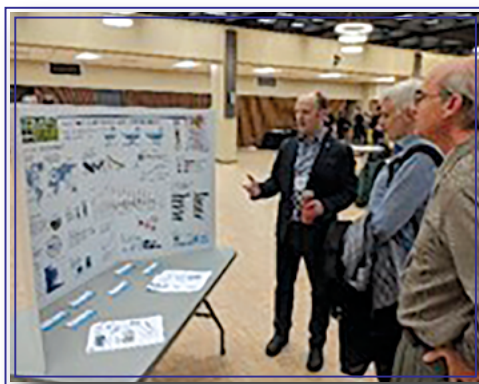
The Problem and Challenge

Guelph is a community that's big enough to have the challenges of big cities while having the mid-sized city advantage of being able to be more responsive and nimble if relationships are strong and collaboration works. As a community, lots of good things were happening—low unemployment, growing economy, high satisfaction with City services and quality of life, well situated on the Toronto to Waterloo tech corridor. But, as in most places, that prosperity isn't felt evenly. Poverty, homelessness, addiction, housing costs and other issues and challenges persist and we wanted to support increased large-scale dialogue about these.

Guelph City Council wanted a plan that would help the community come together and seize opportunities and address our challenges, but they weren't sure if they could co-create a Community Plan unbound and unrestrained by sector or jurisdiction, broadly supported that would lay out the roadmap for what Guelph wants to become over the course of the next 10 to 20 years.

The Role of Public Participation

Engagement objectives included the co-creation of the Plan



throughout the entire process, fostering a high level of community and stakeholder awareness, and to build/expand relationships and reputation for the City among other goals

Public participation methods used include: informing stakeholders via videos, infographics and poster boards; consulting stakeholders via surveys and polls; and involving the stakeholders through public meetings, library chats and online discussions

Research, in particular, had a strong engagement approach. **The Guelph as a Village of 100** project was developed by collaborating with community data experts from a mix of local organizations and City departments.

The City used art where they could in cooperation with the culture and tourism office and in collaboration with the Artist in Residence and Farmers' Market programming. They worked with the geniuses at Guelph Spoken Word who created a beautiful, inspiring rendition of the Plan, which garnered a rare standing ovation from City Council. They also used art in our engagement with families and children and did different versions of the videos for the more

and less artistically inclined.



Project Results

As a result of this process, the City was able to co-create Guelph's Community Plan. Co-presented with Community to Council, the Plan was used to guide the creation of the City's Strategic Plan 'Future Ready'. The next stage of the process is to work

with partners to create a 'measurement system' for community progress against the Community Plan, support experimentation to achieve the goals of the plan and continue to update our learning resourcing to better show what organizations and partnerships are working on.



2020 IAP2 WINNERS BY REGION

iap² USA
International Association for Public Participation USA

PROJECT OF THE YEAR: RESPECT FOR DIVERSITY, INCLUSION & CULTURE

CITY OF FLAGSTAFF, AZ AND SOUTHSIDE COMMUNITY ASSOCIATION

The Problem and Challenge

Historically, the Southside neighborhood in Flagstaff, Arizona, has best represented the ethnic diversity that evolved here during the first half of the 20th century. It contains the largest neighborhoods associated with the city's early Hispanic, Native and African American residents. Until 1977, the Southside neighborhood was subjected to redlining and was, therefore, a place of formal and informal segregation, with the Anglo population to the north of the tracks, and Hispanic, Native and African American communities to the south.

Today, the Southside is under a different kind of pressure. A pressure to change due to the expanded college presence. While some change has brought positive improvements to create a lively, eclectic neighborhood; the

success of growth has also brought the inevitable tension created between old and new.

The Role of Public Participation

- The public had two major roles during the creation of the Southside Community Specific Plan. The first was to define their neighborhood's assets and issues, as well as a vision for the future. The second was to develop and refine the goals, policies, and strategies that guided the plan framework and outcomes.

- The Southside Community Specific Plan manifests community-driven ideas and stakeholder consensus, which is achieved through a suite of unique planning approaches.

Many were adopted at the suggestion of project partners and the public, including: storytelling, community association leadership, and shared engagement.

Project Results

Adoption of the Southside plan has been delayed due to the COVID-19 pandemic. As of this submission, the Southside Community Specific Plan is undergoing a required legal review. Legal review occurs between the public draft review and comment period and the public draft hearing that we will occur in the summer of 2020 and result in the Flagstaff City Council adopting the plan. We have nevertheless capitalized on the momentum of the planning process and proceeded with smaller neighborhood improvements. Some of the largest hurdles to larger, longer-term goals have already been cleared.

The *Rapid Response* strategy, which was not part of the original public participation plan, is resulting in real-time improvements in the neighborhood, particularly in helping to solve parking issues. Eight new blocks in the Southside were brought into the managed



parking system, which provide parking options and supply for residents and limit non-resident use. All community members, old and new, are happier with their parking situation.



2020 IAP2 WINNERS BY REGION



AUSTRALASIA

RESEARCH AWARD

INSTITUTE FOR PUBLIC POLICY AND GOVERNANCE: UNIVERSITY OF TECHNOLOGY SYDNEY

Community engagement has become an imperative of Australian local governments. Driven by legislative requirements and increasing demands from communities, there has been a proliferation of practitioners, policies, frameworks and reports that aim to enhance public involvement in decision-making. The facilitation of this involvement is lauded as a demonstration of democracy in action; however, the practice in its current form is in relative infancy. As such, issues surrounding the practice and professionalisation are emerging which require examination and careful consideration. These issues include the increasing commercialisation of community engagement, social closure created through professionalisation, and the impacts of current practices on the quality and effectiveness of local democracy.

This research critically explores the practice and professionalisation

of community engagement in Australian local governments. The exploration is guided by an explanatory mixed-methods research approach that combines quantitative and qualitative instruments to ensure a robust and thorough exploration. The main instruments for collecting data are a census of local government community engagement practice, a survey of community engagement practitioners and a series of semi-structured interviews with senior practitioners.

The relevant literature, findings and analysis are presented in a series of seven publications. The first outlines the legislative environment in which local governments have been increasingly required to undertake community engagement. The second presents empirical data which show how Australian local governments understand and practise community engagement, and the third uses participatory



AWARD: Winner

PROJECT

**"Community Engagement
in Australian Local
Governments: The Practice
and its Pressures"**

budgeting to explore how Australian local governments 'adopt and adapt' community engagement processes. The fourth problematises the commercialisation or growing 'industry' that has emerged around community engagement. The fifth problematises the professionalisation that is occurring in community engagement, while the sixth presents empirical data on the practitioner cohort in Australia and identifies how they differ by work context. The seventh and final paper explores the tensions that practitioners face and how they manage them.

The research makes a contributions to the body of knowledge by presenting empirical evidence about the historical development and contemporary legislative requirements for local governments

to undertake engagement. It also discusses how Australian local governments are practising engagement and provides basic demographics and experience of the practitioner cohort and describes the type of work they do and the tensions they experience in practice.

It is of relevance to policy makers, public managers, professional associations and practitioners through its call for more evidence-based approaches to policy-making in engagement, its data which can be used for benchmarking, its considerations for organisations planning to conduct participatory budgeting, its data on the barriers practitioners need to overcome when working in public institutions and the data on the challenges faced by practitioners.



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

ORGANISATION OF THE YEAR FINALIST

CENTRAL COAST COUNCIL

Central Coast Council has been challenged, enriched and rewarded in its journey to genuinely embed the value of public participation into the fabric of the organisation over the last three years. In turn, the Central Coast community's sentiment about how Council seeks their participation in decision making has shifted from lack of trust and an uncollaborative approach, to positive satisfaction that Council provided opportunities for them to voice their opinion and be involved.

The opportunity of the newly created Central Coast Council in May 2016 saw the foundations and governance for an approach to excellence in public participation endorsed in one of the very first frameworks and strategies of the new Council in early 2017. The plan to support the transformative process of internal culture change and shift public participation was systematic and multi-pronged.

Leadership buy-in transcended the initial endorsement of the engagement strategy and framework to a culture of active involvement, a Community of Practice, training and development and, importantly, respect for the advice offered by the organisation's

professional engagement practioners.

The right to be an active participant in decision-making has moved beyond a core value to become principles embedded in specific Council policies, such as our first region-wide Climate Change Policy endorsed in 2019. The policy places collective decision making, collaboration and partnership with the community, business and other stakeholders at the heart of climate change action on the Central Coast, and recognises shared learnings and responsibility for implementation.

Seeking our community's local perspectives and needs for a region with 344,000 residents spread across over 1680 square kilometres has required a diversity of engagement tools. Together with the community we have tried and tested new face-to- face and online methods and harnessed the expertise and relationships of our community development team to engage with some of our hardest to reach communities.

Council's place-based engagement *Let's Talk* series evolved from



AWARD:
Highly Commended

PROJECT
"A fresh start for engagement"

CONTINUED FROM PAGE 18

our residents' desire and direct feedback on how they preferred to be consulted. We responded to preferences by facilitating place-based face-to-face opportunities for residents to talk with professional staff about holistic planning and activities for local neighbourhoods and by creating a corresponding online space to reach commuters, families and other busy people.

The community's understanding of the practical nature of how their input impacts decision-making has been improved with participants reporting that they feel informed about engagement outcomes as a result of consistent 'closing the loop' reports. These reports are used as supporting material for the elected local government representatives to consider their decisions at a Council level.

Central Coast Council's next wave of adaptation for engaging with the community will take on board all the groundwork, structure and learnings of the last three years to continue to work with the community on their resilience and recovery in the face of the



successive impacts caused by devastating bush fires and floods, and now the COVID-19 pandemic.

Now more than ever the Central Coast community understand engagement, know how they can actively participate, and find out how their voices influence the decisions that shape the future of their region.

www.yourvoiceourcoast.com



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: **COMMUNITY DEVELOPMENT**

SYDNEY OLYMPIC PARK AUTHORITY

From October 2018 to June 2019, Sydney Olympic Park Authority (SOPA) developed its Disability Inclusion Action Plan (DIAP) 2019-22 for the Sydney Olympic Park precinct. This plan was informed by extensive community engagement on access and inclusion in line with IAP2 core values in both its development and implementation stage still December 2019.

SOPA had 385 staff and a daily precinct community of 17,500 workers, 4,500 residents and 1,800 students. The purpose of the engagement process was to:

- inform the Authority's Disability Inclusion Plan 2019 –22 and its ongoing implementation;
- engage our staff and the daily Sydney Olympic Park community on its access and inclusion needs and priorities; engage precinct users which includes disability organisations; and
- identify access and inclusion celebration opportunities.

The key project challenges included limited time and resources;



lack of a comprehensive database of stakeholders and service providers responsible for provision of disability and inclusion initiatives or clients in the local area who received them; a business approach predominantly centered on improving the built environment and less on non-physical forms of disability and a perception that improving disability inclusion is slow and costly.

The engagement process was divided into two stages:

Stage 1 –DIAP development

The project focus was to identify and engage relevant staff from amongst precinct businesses and venues through a place-making approach. An "improve, remove and celebrate" campaign was established which included a "DIAP Ideas Wall" on which feedback could be provided. The ideas wall encouraged feedback on what things can SOPA do to improve and celebrate access and inclusion and remove barriers.

CONTINUED ON PAGE 20



The DIAP was publicly available on SOPA website in June 2019 and the access and inclusion achievements promoted in the 2018-19 Annual Report. Both documents highlighted the value of the engagement process and place activations.

Stage 2 –DIAP implementation

SOPA supported and hosted several place-making initiatives in the precinct which ensured ongoing engagement on the DIAP for up to 3,000 in the precinct. This included:

- expansion of the access advisory committee to include representation from local disability businesses;
- establishment of an internal staff DIAP + RAP champions group
- hosting of a lived disability experience audit of select precinct facilities and venues
- co-sponsoring Accessible Arts –Arts Activated conference

(August 2019)and Festival of Inclusion (November 2019)

- hosting 3-day Paralympic sports activation in partnerships with 9 disability sports organisations (December 2019)
- Initiating an events grants program which encouraged funding of inclusion events.

All initiatives bought to the precinct people with a disability and disability sector organisations. They included pop-up engagement stalls on disability inclusion and sought partnerships in its implementation. Through the process, SOPA won the support and cooperation of a number of these stakeholders and improved relationships with them in line with IAP2 core values.

The success of the engagement inspired SOPA to setup a precinct inclusion and engagement network in 2020.



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED

AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: DISASTER & EMERGENCY SERVICES

DEPARTMENT OF TRANSPORT (REGIONAL ROADS VICTORIA)

Rethinking our traditional approach to public participation during recovery, the **Golden Ball Bridge Disaster Recovery Project**, presented us with an opportunity to facilitate community influence in the Regional Roads Victoria (RRV) recovery-decision making process.

Golden Ball Bridge, is located along a key Victorian tourism, freight, commuter and bus route for the Beechworth community and Indigo Shire, supporting local assets: internationally renowned food and wine; local tourism operators; restaurants; primary producers; micro-breweries and the significant

Murray to Mountains Rail Trail.

AWARD: Winner

PROJECT
"Golden Ball Bridge - North East Victoria"

The massive overland flooding event of December 13, 2018 devastated residential and business sites, ceased day to day activities and community connections, while damaging significant road infrastructure, including the Golden Ball Bridge, on the Beechworth-Wangaratta Road.

With our traditional approach in hand, we intended to **inform** the community of the damage, the required lengthy closure while the bridge was repaired, and provide them with the

detour information. We soon abandoned our traditional approach after community recovery meetings revealed they needed the road and bridge open as soon as possible, for their social and economic survival. This was a huge change for the Regional Roads Victoria (RRV) decision-makers, which required adapting their processes to allow for a community-centred approach. We advocated internally and increased public participation to **collaborate** including **involve, consult and inform** to better understand how we could support a resilient recovery.

With major challenges along the way and a community that expected urgent action, we (RRV) were in uncharted territory. Our engagement plan, embedded with the IAP2 core values, deliberately sought public participation through five project objectives, focussing our work on our circle of influence. Designed to challenge the status quo of a traditional approach but also provide our RRV Project Delivery team comfort that we would be sticking to our remit and not impede delivery times. We shaped a successful engagement plan and found an innovative treatment - a temporary bridge structure called a Bailey bridge. This provided comfort to our

RRV decision-makers that our public participation was considered, controlled, manageable, achievable and 'the right thing to do' - a sustainable decision for all involved.

By doing the right thing and being a passionate engagement team, we genuinely engaged with a highly impacted community, that needed our advocacy to influence the RRV decision-making process. Delivering better outcomes for all and building community resilience through recovery - a 'win-win' situation for all.

We're enthusiastic players in the engagement process because it's amazing what great ideas we harness from the feedback that constantly influences our decision-making. It compels us to be adaptive, flexible and to innovate. The Golden Ball Bridge project has left a lasting impact on our organisation. The innovative Bailey bridge challenged the status quo of RRVs engineering approaches and has since been used on other RRV projects. Our RRV Engagement team is proud to now be an ongoing facilitator in post emergency resilience, helping to shape a new community-centred road to recovery.



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: **ENVIRONMENT**

SHIRE OF AUGUSTA MARGARET RIVER

A Collaborative and Participatory Approach to Community Climate Action

There is a global movement to take action on climate change and reduce carbon emissions to zero by 2050. The Shire of Augusta Margaret River in Western Australia is committed to achieving this ambitious target locally, building on its sustainability achievements to date and driving towards a carbon free and climate resilient future. In late 2018, the Shire resolved to take a bold approach to emissions reduction, replacing their Local Energy Action Plan and committing to the development of a Climate Action Plan. This was done by creating a whole of community approach, with the objective to build education, awareness, commitment and action to mitigate climate change.

From the outset, the Shire demonstrated their intent to embed the IAP2 Core Values in their participatory approach that would

promote sustainable decision-making. They established Climate Action Augusta Margaret River (CAAMR) comprised of community, business and youth representatives.

This group was empowered to take a leadership role to set achievable goals, establish practical actions and collaborate across the community, business, peak bodies, government and community groups to establish the Augusta Margaret River community as a leader in climate action.

Over a three-month period, wide-reaching community engagement was designed, planned for and executed, to underpin the development of the Shire's inaugural Climate Action Plan. A blend of tried and tested as well as innovative consultation methods and techniques were adopted, to reduce the barriers and encourage participation, mitigate consultation fatigue, and most importantly 'walk the talk' and offset carbon emissions during the consultation process.



Initially, stakeholders were directly engaged across a series of community workshops, a road show of pop-up engagement forums, a youth summit, hosted by Margaret River High School, and a community survey. A comprehensive communications plan and establishment of a brand, which provided the project with its own unique and local identity, drove a high participation rate.

In total, these proactive consultation activities resulted in 247 unique actions and proposals being identified and gathered from the community in regards to reducing carbon emissions and mitigating climate change. The proposals were then consolidated by the CAAMR for consideration at a Climate Action Summit. In May 2019, a Climate Action Summit was hosted by the World Surf League (WSL) at Surfers Point in Margaret River in conjunction with the Margaret River Pro, a surfing competition, which forms part of a global competition. This partnership between the community, Surfing WA and the WSL provided a great opportunity to raise the profile of the Summit locally, nationally and internationally.

The event resulted in the WSL preparing a short film for sharing with the community and their global membership through online channels <https://vimeo.com/341049010>.

Over 100 participants were tasked with prioritising a number of foundational projects from the actions and proposals collected in the pre-summit consultation phase. To set the Summit's

tone, key note speaker Professor Tim Flannery and other presenters including author and environmentalist Ben Elton, representatives from the Climate Council and youth leaders from Margaret River High School, were engaged to provide a broader context to delegate discussions and inspire the community to be aspirational in shaping their future. Use of innovative technology supported real time voting and feedback and a transparent and consensus approach to decision-making by assisting participants in prioritising projects and establishing project plans.

Eleven Foundation Projects and a governance model were agreed too, in driving forward the establishment of the Plan. All delegates were asked to complete a personal pledge with

the aim to encourage attendees to continue the conversation and actioning beyond the end of the Summit. In early 2020, the Shire in collaboration with CAAMR has prepared a Climate Action Plan which details the corporate and community commitments towards achieving the outcomes determined at the Summit. The plan is in draft form following a period of public consultation and waits final determination by Council.



“ It was one of the most genuinely participatory events that we have ever engaged in and we have held up this example to the 125 other local governments around the country that we work with, when advocating for community consultation in climate action. ”

—Climate Council



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: **ENVIRONMENT**

NORTHERN BEACHES COUNCIL

Working closely with our community, Northern Beaches Council developed the fresh and engaging Protect. Create. Live – Northern Beaches Environment and Climate Change Strategy 2040 (the Strategy) which provides a unified 20 year vision for environment protection, sustainability and action on

climate change.

Our 3-stage community engagement process:

- Fostered community champions
- Collaborated with decisions makers

CONTINUED FROM PAGE 22

- Involved local interest groups early
- Made the document easy to access and read
- Used short videos and social media
- Trialled interactive software
- Constantly reviewed data analytics
- Provided regular updates

We turned challenges into opportunities to innovate and try new things.

Found our Youth

We turned public interest following the climate strikes into an opportunity to have a conversation with our youth, substantially increasing our engagement focus with this usually hard to reach demographic. As a result, we achieved a considerably larger youth response during public exhibition, with at least 22% of formal submissions coming from people aged 25 and under.

Tried New Approaches

We needed our engagement to be the first spark in motivating our community into action on environmental protection, sustainability and climate change. We did this by using a behavioural economics to sculpt the language and messaging to make it inspiring and easy to understand.

Co-Designed an Innovative Structure

We co-created an innovative two-tiered target approach with our Councillors and Environment Strategic Reference Group. This approach, with aspirations and commitments, allowed the Strategy to reflect the rapid, far-reaching change required to address climate change,



balanced with the need to keep it realistic and within our resource capabilities.

Did we get it right?

Overall, we were able to gain widespread, overwhelming support for the Strategy both from our internal and external stakeholders. We had:

- Over 45,000 interactions with our community through social media
- Over 6,000 views of the project video
- 3,131 visits to our project page
- 346 written contributions from 183 different participants.



It is clear that the Council not only cares about the opinion of its constituents, but also takes action to make changes, ensuring everyone is fairly heard so the Strategy can reflect best practice public participation.



—Sophie Scott, Environment Strategic Reference Group member

The value of building on past feedback, collaborating and involving our community early was demonstrated with over 86% of the feedback received from the community during public exhibition supported the strategy.



Protect. Create. Live Northern Beaches Environment and Climate Change Strategy 2040



Our community champions supported the Strategy publicly: “It is clear that the Council not only cares about the opinion of its constituents, but also takes action to make changes, ensuring everyone is fairly heard so the Strategy can reflect best practice public participation.”

—Sophie Scott, Environment Strategic Reference Group member

Ultimately, on 18 December 2019, Council unanimously adopted the 20-year vision.

So yes, we have a great foundation, a roadmap to continue the journey with our community to “act now to tackle the challenges our environment faces and protect it in the long term” Mayor Regan, 2019.

CONTINUED ON PAGE 24



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: **HEALTH**

CONTINUED FROM PAGE 23

democracyCo

The Rethink CTP Citizens' Jury is unique and exciting because it demonstrates that a complex engagement process on a complex topic can be moved online and be extraordinarily successful.

Compulsory Third Party (CTP) Insurance schemes provide passengers injured in motor vehicle accidents recompense for their injuries – it covers the costs of medical support, money for lost income & quality of life compensation.

RACQ commissioned a comprehensive process of community engagement to consider the question:

“How can our motor injury insurance scheme be improved to better support people injured on Queensland roads, now and into the future?”

RACQ is a member-owned organisation, where the profits of their commercial business lines (such as insurance, bank and assistance) are invested back into RACQ for the benefit of their one million members. To this end RACQ is interested in seeking to ensure that road accident schemes such as the CTP scheme meet the needs of their members, and road users more generally – now and into the future.

DemocracyCo designed and delivered the engagement process, which aimed to understand what the community wanted from the CTP scheme, so that RACQ could advocate accordingly with government.

The process was focused on the public (‘community’s) contribution and at the ‘collaborate / empower’ level of the IAP2 Spectrum. The community participated in three ways:

- 1) Citizens' Jury – supported by a deliberative guide
- 2) Community survey conducted online and supported by a deliberative / discussion guide – involving over 1000 people
- 3) Submissions

A Citizens' jury of 40 randomly selected Queenslanders was convened to consider the following remit:

“How can our motor injury insurance scheme be improved to better support people injured on Queensland roads, now and into the future?”

The Jury was:

- Representative: Jurors were randomly selected to be representative of the public at large using random stratification sampling using census data.

- Informed: Expert witnesses provided information to the jury on the key aspects of the issue.

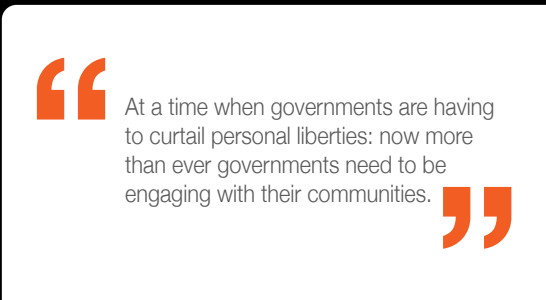
- Impartial: Witness testimony was as balanced as we could make it to ensure fair treatment to all sides of the issue.

- Deliberative: The jury deliberated in a variety of formats, weighing up choices and finding common ground

DemocracyCo started this process in late 2019, but the Jury did not meet for the first time until Feb 2020. Mid way through the Jury's

series of meetings the world changed and COVID 19 meant that concluding the Jury's work, meant moving online. Using a combination of online platforms, over the final two days, the Jury talked about their ideas, changed their ideas to respond to views of others, voted on their ideas and ultimately wrote their own report online.

At a time when governments are having to curtail personal liberties: now more than ever governments need to be engaging with their communities. This project demonstrates that it can be done and done successfully online!



CONTINUED ON PAGE 25



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: INFRASTRUCTURE - CONSTRUCTION PHASE

CONTINUED FROM PAGE 24

LENLEASE ENGINEERING

A new entry statement to Brisbane

Brisbane City Council's Kingsford Smith Drive upgrade is transforming one of the city's most significant transport routes into a vibrant urban corridor with the Brisbane River as the centrepiece. The design and construction of the project is being completed by Lendlease Engineering.

Brisbane City Council and Lendlease share a vision for creating a lasting piece of infrastructure that is more than just a road. In addition to providing increased road capacity, the upgrade will deliver significantly improved pedestrian, cycle and public transport facilities, upgraded public utility infrastructure and the rejuvenation of public spaces. A tree-lined boulevard and public art has also been included to provide a vibrant urban corridor and memorable experience for all road users.

The upgrade is being constructed in a highly urbanised environment impacting approximately 69,000 motorists daily, and approximately 7,500 properties. The diverse range of project stakeholders includes local residents, businesses, schools, community groups and road users, all of whom require tailored engagement with the project team due to differing communication needs and levels of interest.

In addition to the typical impacts of construction activities (noise, dust, vibration), the project has also managed a number of challenges including interruptions to services, impacts to property access and works within private properties, significant local road closures, geotechnical challenges impacting on construction timeframes and a highly complex construction methodology.



The community relations function of the project is provided by a team of community engagement professionals from Lendlease and Brisbane City Council, supported by their respective corporate teams. The project's Community Team is embedded within the wider project team and has been based on site since construction started in 2016.

Throughout the design and construction of the project, the project's communications team has endeavoured to ensure opportunities for meaningful engagement have been identified and implemented and information has been transparent, meaningful and timely.

Our approach

From the outset of the project, the project team employed and continues to deliver an engagement approach based on best practice, proven theory and recent project experience to address stakeholder questions, challenges, concerns and misconceptions about the upgrade.

Throughout construction, the Community Team has implemented a multi-channel approach to reach as many stakeholders as possible through a variety of traditional and digital communication methods, that is adaptive and responsive to community needs. This has ensured all stakeholders who want to engage with the upgrade have an opportunity to via a channel and time that suits them, with a familiar Community Team member.

The Community Team have also involved stakeholders in the construction and decision-making process, consistently demonstrating public participation values to implement a focused and tailored approach to arrive at mutually



CONTINUED ON PAGE 26

agreeable positions for adjacent construction activities, and to manage stakeholder expectations.

Given the significance of the project and its duration, the team employed collaborative and interactive campaigns to enable and empower stakeholders to provide input, including consultation and collaboration on public art, works within private property, reinstatement of items with historical significance and the planning of construction activities to minimise ongoing impacts.

This has largely been possible because the Project's Community Team has remained embedded within the construction team, allowing the ability to participate and influence planned



construction activities, deliver timely and accurate construction information, and seek to minimise or avoid impacts where possible.

Outcomes

Since the award of the Design and Construct Contract in late 2015, the team have conducted more than 30,000 community interactions and engaged with more than 8,500 individual stakeholders, with less than four percent of total interactions being complaints. Engagement has aligned with all phases of the IAP2 engagement spectrum, including several opportunities for genuine community collaboration and empowerment, which has culminated in successful outcomes for both the project and Brisbane residents.



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: INFRASTRUCTURE - CONSTRUCTION PHASE

THE DEPARTMENT OF TRANSPORT (REGIONAL ROADS VICTORIA)

Rarely has there been a piece of infrastructure that is as tightly woven into the identity of local residents and the broader Victorian community as the Great Ocean Road. It's the pride of the nation and the world's largest war memorial to those who served in WW1. It celebrated 100 years in September last year. We invite you to **view our video** about the road upgrade.

7.8 million visitors a year drive the road to take in the panoramic views as the road winds along cliff tops, up to breathtaking headlands, down onto the edge of beaches, across river estuaries and through lush rainforests. Those features that make the road so beautiful also make it highly vulnerable to the tenacious coastal elements, and it must be maintained constantly.

The Department of Transport's Regional Roads Victoria (RRV) is today the custodian of this national icon. But, RRV is so much more than a road maker. RRV is a community partner and advocates for engagement.

Everything we do on the road – from bridge building, sending

Geotech abseilers up vertical cliff faces, shoring up landslides, pinning down crumbling hills and using the latest technology including thermal imaging, drones and our own network of weather stations to monitor the road, involves community consultation. The conversation never ceases.

regional roads victoria

AWARD: Highly Commended

PROJECT

"The Great Ocean Road: caring for a community icon"

There are 20 distinct townships along the Great Ocean Road (GOR), all of which are actively engaged in this upgrade package. We need deliver major upgrades to the road with minimal impacts to the communities whose identities and livelihoods are tied to the road, and the visitors who travel along it.

As at April 2020 there are over 100 projects on the GOR underway including maintenance to rock armour, rock netting, bridge strengthening, gateways, safety improvements, slow turn outs and speed reviews. From the locals who feel a direct ownership of the road, to those who make their living from it and to the 7.8 million who visit it every year, we reach out and consult broadly to inform projects as they take shape.

To minimise disruption, RRV consults early and comprehensively.

Conversations and feedback inform our engineering processes. Once our construction plans have been developed we inform broadly to ensure people know the impacts and can make their travel plans.

Great Ocean Road landowners are mostly a mature demographic and trust in traditional engagement methods including face-to-face discussions, on-site or local meetings and direct mail. The use of traditional methods in our engagement aims to be genuinely inclusive, empathetic and to nurture local ownership and partnership in all our projects.

We have 40 people in our key stakeholder group who represent their township communities and help to disseminate information locally. Our conversations and evaluations have clearly informed us that the Great Ocean Road communities prefer to have face-to-face conversations and to receive information from established local groups that they trust. Working with these trusted groups has been a key part of our approach. Our key stakeholder list also includes emergency services, local government and state



government delivery partners (DWELP, Parks Victoria, Tourism Victoria).

We're enthusiastic players in the engagement process because it's amazing what great ideas we harness from the feedback that constantly influences our decision making. Our mantra is "Meet the locals. All of them!"

We continue to be able to deliver our huge program of work along the Great Ocean Road, while balancing the needs of the community, because their local knowledge is sought and incorporated into our work. This not only helps build public support for our work but has also contributed to innovative project and engineering outcomes as we're pressed to look for different ways to deliver.

Our greatest achievement is having built our reputation on trust and being a genuine, caring community member.

RRV thanks our Great Ocean Road community partners for helping us care for this national icon.



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

**PROJECT CATEGORY WINNERS & FINALISTS:
INFRASTRUCTURE - PLANNING & DESIGN PHASE**

TRANSPORT FOR NSW


The NSW South Coast community play a vital role in helping us shape the future of a safer, better connected and more sustainable Princes Highway.

Despite the challenges faced by the COVID-19 pandemic and 2019/2020 bushfire season, the Princes Highway upgrade project team demonstrated agility and innovation to involve south coast communities in the development of transport solutions that will define their region for future generations.

To achieve positive and sustainable outcomes for the

community, we adapted our engagement approach in response to the limitations of the coronavirus pandemic and learnings from the bushfire season. Positive communication outcomes were achieved despite the widespread hardships by ensuring our engagement strategy remained firmly grounded in our core belief that those affected by an outcome to a decision have the right to be involved in the decision making process.

The Princes Highway forms the critical link between Sydney, the NSW South Coast and Victoria. It helps drive the state's third largest regional economy, is relied upon by over five hundred



**AWARD:
Winner**

PROJECT

"Involving community in the design of the Princes Highway upgrade in the face of bushfire & COVID-19 crises"

CONTINUED FROM PAGE 27

thousand locals and welcomes almost four million tourists each year.

In March 2019, the Australian and NSW governments committed more than \$1.5 billion to upgrade the Princes Highway between Nowra and the Victorian border, completing the full upgrade of the Princes Highway.

Putting the customer at the centre of the decision making process

One of Transport for NSW's core values is placing the community at the centre of our decision making process. A key component of the early stages of planning for the Princes Highway Upgrade projects, was seeking to understand the customer's movement in and around their community and the value they put on their place. These questions were central to our engagement approach.

Overcoming the challenges of bushfires and COVID-19 to effectively involve community

The communities we're engaging in are still dealing with the trauma and hardship of an unprecedented bushfire season. Hundreds of homes and livelihoods were lost on the NSW South Coast.

To achieve optimal community participation in our program, we needed to adapt our plan through innovation to effectively involve a traumatised community. This included:

- delaying consultation to enable the community to focus on their bushfire recovery
■ providing TfNSW regional staff with bespoke training opportunities, to better equip them with dealing with traumatised communities
■ Working with emergency services to understand which community members and stakeholders have been affected to inform how we both involve them and then how we communicate with them using sensitivity and empathy.



We believe the best transport solutions are achieved when we genuinely involve community in the decision making process. This belief guided how we adapted to the hardship of the coronavirus pandemic and trauma of the 2019/2020 bushfire season to deliver best practice community consultation.



-Paul Vecovski, Program Director

Further adaptation was required during the consultation period, when the evolving COVID-19 impacted the circumstances we could engage. We rapidly moved the planned face to face drop in sessions onto a Facebook Live format; a first for Transport for NSW. Planned briefings with stakeholder group were also moved to video conference. Our agile response to unprecedented challenges resulted in positive engagement outcomes for the program and was widely appreciate by the community and stakeholders.



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED AUSTRALASIA PROJECT CATEGORY WINNERS & FINALISTS: INFRASTRUCTURE - PLANNING & DESIGN PHASE

CITY OF SOUTH PERTH

The Connect South project was developed through the City of South Perth's commitment to providing high level of stakeholder engagement from inception to project completion. The \$7.5 million project to enhance and invigorate the Mends Street precinct and foreshore is located at one of the City's most high profile commercial, tourism and residential areas, which includes the iconic South Perth Foreshore and the Perth Zoo.

The project grew from the 2015 South Perth

Award badge for City of South Perth: Highly Commended Project 'City of South Perth: Connect South'

Foreshore Strategy and Management Plan, in which the community and stakeholders identified Node 1: Mends Street as the highest priority for redevelopment.

Located in a prominent, high profile precinct, the City understood the community and stakeholders' high expectations and ownership of the area and embedded engagement in project planning to shape the vision, concept design and development. The

CONTINUED ON PAGE 29

CONTINUED FROM PAGE 28

City's engagement approach foundations include the IAP2 Core Values, built on high level of public participation through a range of methodologies to solve challenges and this resulted in the creation of an inclusive and activated public space.

With the support of a \$2.5 million grant from the National Stronger Regions Fund (Round 3) in late 2017, and a further \$5 million contributed by the City, the Connect South project aimed to transform Mends Street into the urban heart of South Perth and a destination for regional and international visitors, while improving public amenity through place activation, wayfinding, access to transport and greater economic opportunity.

The City's project team had a deep understanding of the area, its history, environment, and relationships with key stakeholders and local community. With a long list of stakeholders that would need to be involved, many competing interests and opinions in the area, as well as some recent contentious projects, this complex engagement project was impacted by past history that could potentially derail the project. Given the background, context and team knowledge, there was an understanding of the importance of taking all relevant stakeholders on the journey, from start to finish, and the only way to achieve that would be through a highly responsive and flexible stakeholder engagement process.

The City reached out to stakeholders existing and new, building the



connections on a foundation of transparency, authenticity, trust, consistency and respect.

Over more than two years, the City of South Perth carried out this significant, comprehensive and collaborative engagement, with hundreds of people participating, through multiple activities, over eight different stages.

Although Connect South faced significant challenges throughout the project the engagement was planned to be flexible and responsive, and able to integrate new engagement steps and stages without compromising the overall objectives of the project.

Overall, the engagement process enabled the City to truly understand the community's vision and concerns and reach new collaborative outcomes. It built strong relationships, trust, understanding and enabled City staff and Elected Members to experience good decision making and project outcomes by providing strong engagement from start to finish.

Construction of the piazza and streetscape upgrades to Mends Street began in February 2019 and were completed by December 2019. This vibrant and dynamic community space, now officially known as 'Mindeerup' (meaning 'place of the shore' in the local Noongar language, a name developed by the City's own Aboriginal Reference Group), has become an iconic destination and gateway for the City of South Perth.



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: PLANNING

DISTRICT COUNCIL OF YANKALILLA

Summary

The District Council of Yankalilla used extensive, innovative tools and techniques to successfully and actively engage over 10% of our diverse and dispersed community in strategic planning for the future, within a modest budget. We attribute our success to strong community buy-in through adopting an outreach approach; intensive hands-on Mayor and CEO ownership and involvement in the process; and integrated use of traditional, face-to-face and online tools to achieve robust outcomes.

About us

Our small permanent community is made up of 4,500 people (our Resident Ratepayers) but swells on weekends and holiday periods with up to 16,000 estimated residents (our Non-Resident Ratepayers) and visitors. Our two wards include rural communities, small townships and localities, as well as more densely populated communities.

As the local Council we represent the needs of our residents and

CONTINUED ON PAGE 30

ratepayers, both now and into the future. From October 2019 until February 2020 we undertook a significant process of connecting with the community to inform the development of our Strategic Management Plan 2020-2030.

Connecting with our Community

In line with our recently adopted *Connecting with our Community* framework, we were keen to open up a conversation with the community to listen, learn and identify what's important to local people. This process was titled *Nature's Best – Let's Plan the Rest* and was the biggest community consultation ever undertaken by our Council, engaging with over 10% of our diverse and dispersed population in a conversation about the future.

We designed and facilitated six highly participatory *Township Forums* across the district, with over 230 people attending to share their priorities for the future. 300 people attended our *What's the Future* events where we heard from panels of local experts who engaged in conversations about specific topics of relevance to our district.

Over 400 people attended our *What's the Future of Normanville Foreshore* interactive and innovative *SpeakOut* event. In addition to this, we visited three schools in the district, engaging over 60 children and young people in conversations about the future of our district.



For those who preferred not to attend events, we received over 172 returned surveys that were distributed to all ratepayers. We had 779 unique site visitors to *Your Say Yankalilla*, with 375 clicking, downloading, and viewing information; and 72 people making or reacting to comments via this page and our *Facebook page*.

High innovation and even higher satisfaction!

Our innovation was exemplary. This included using a 'one size doesn't fit all' methodology, taking a community outreach approach, use of social media, using engagement digital tools from the outset, and ensuring strong buy-in from internal and external stakeholders from the beginning, meant that we punched above our weight for small regional Council. The feedback received from community members who were involved in the process speaks volumes as to the success of this process.



DEPARTMENT OF STATE DEVELOPMENT, MANUFACTURING, INFRASTRUCTURE & PLANNING, QUEENSLAND GOVERNMENT WITH ARTICULOUS, GOLD COAST WATERWAYS AUTHORITY, CITY OF GOLD COAST, DEICKE RICHARDS & JOHN GASKELL PLANNING CONSULTANTS

Project background

The future of the Southport Spit (The Spit) on the Gold Coast has been a source of tension over recent decades, with conflicting views among community, residents, industry and business groups resulting in no clear direction for its future.

In August 2017, the Queensland Government committed to delivering a community-led master plan to revitalise The Spit and increase its benefit as a community asset. The Department of State Development, Manufacturing, Infrastructure and Planning led the 18-month master planning and engagement

process in collaboration with the City of Gold Coast and Gold Coast Waterways Authority.



The aim of the master plan was to strike a balance between protecting The Spit's unique character, while providing appropriate development opportunities to improve community infrastructure and create jobs through tourism, entertainment and recreation.

Engagement

Engagement occurred between February 2018 and April 2019, involving four master planning workshops and public consultation periods, online surveys, pop up sessions,

stakeholder, landholder and community group meetings; a youth film and photo visioning competition; a youth enquiry by design process; a dedicated stream of indigenous engagement; and a custom-adaptation of an engagement platform that enabled the community to visually compare, contrast and comment on 70 sets of options.

The collaborative community engagement for The Spit master plan was based on three key approaches:

1. The community and stakeholders were given a clean slate to start from rather than a range of draft master plan options, allowing the community and stakeholders to genuinely be at the forefront of The Spit master planning process
2. Actively reaching out to a diverse Gold Coast community, with more than 31,000 people informed about the plan, generating more than 23,000 pieces of survey feedback. This included dedicated engagement activities for youth and indigenous groups.
3. Committing to a community-led process that enabled meaningful community and stakeholder input through face-to-face activities, including an 'enquiry by design' process. The collaborative master planning enquiry by design workshops involved a cross-section of the community and stakeholders who

could create and prioritise opportunities and ideas.

Results

As a result of the engagement process, every idea in the final master plan can be traced back to ideas generated or proposed by participants in the master planning process or through the public engagement activities.

During the consultation, discussions about The Spit shifted from being a source of conflict, to being a platform for shared values and a shared future.

Community and stakeholder engagement has resulted in a single vision for the future which has widespread support from state and local government, community members, industry and business. It has been lauded by participants, industry and government as best practice engagement.

The resulting master plan has received strong community support with 94% of attendees at pop up sessions for the draft master plan indicating positive or neutral attitudes towards the outcomes for The Spit.



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



CANADA

PROJECT CATEGORY WINNERS & FINALISTS: **EXTENDING THE PRACTICE – CREATIVITY, CONTRIBUTION & INNOVATION IN THE FIELD**

SIMON FRASER UNIVERSITY'S MORRIS J. WOSK CENTRE FOR DIALOGUE

The Problem and Challenge

Housing prices in Metro Vancouver are now considered the **second most unaffordable in the world** relative to income. The City of Burnaby is no exception. 1 in 5 households in Burnaby face overcrowding, poor upkeep or unaffordable housing costs. Affordable housing is an issue that affects us all, whether you are a young renter entering the workforce, a senior seeking space in a retirement home, or a family hoping to purchase their first home. As a rapidly growing city, Burnaby, like many others in the region, is challenged in its efforts to achieve a suitable, diverse and affordable housing supply for all residents. To respond to this housing crisis, Mayor Mike Hurley

created the *Mayor's Task Force on Community Housing* to advance Burnaby's housing response by providing recommendations to City Council on innovative policies to increase the supply and diversity of affordable housing.



It is within this context that the SFU Morris J. Wosk Centre for Dialogue worked with the City of Burnaby to create *Your Voice. Your Home: Meeting the Housing Needs of Burnaby Residents* - to co-design and facilitate the Mayor's Task Force on Community Housing and two phases of public engagement activities - moving from idea generation, to deliberation, to the creation of actionable recommendations. The two processes were heavily integrated

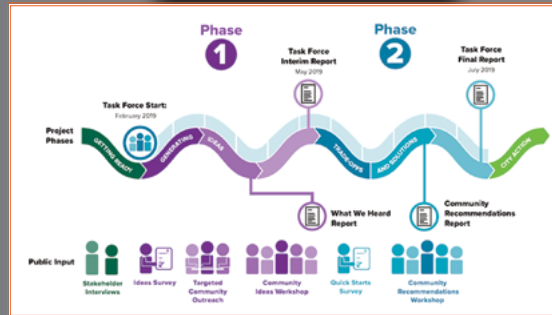
in order to inform and build upon one another. The ultimate objective was to generate actionable recommendations in the **best interests of all residents** and receive support from Council.

The Role of Public Participation

The public's role was to guide and inform the Task Force proceedings and discussions by ensuring that they were grounded in the lived experiences of residents. To be successful, any Task Force recommendations would need to have strong, widespread community support.

Project objectives included:

- Identify the housing issues that matter most for residents and work with representative residents to create informed recommendations for Task Force and Council;
- Present a series of short-term and long-term recommendations to Council informed by resident input and based on Task Force consensus or majority agreement;
- Ensure strategic integration between resident engagement and Task Force activities to maximize the contributions of



both expertise and lived experience; and

- Ensure public engagement participation is accessible and representative.

Project Results

Your Voice. Your Home was an innovative, record-setting engagement process designed for residents to gather and share ideas, present recommendations and engage with one another to find workable solutions. It was the largest public engagement exercise in Burnaby's history, engaging over 2,600 residents. Burnaby residents have significant lived experience within their community and are ideally positioned to speak to their housing needs, experiences and aspirations. This engagement process provided a unique opportunity for the City of Burnaby to use dialogue-based methods to deepen relationships with the community and continue to build an **ongoing culture of participation**,

while at the same time, creating a **mutually reinforcing process** where both stakeholders and residents are able to inform decision-making.



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



CANADA

PROJECT CATEGORY WINNERS & FINALISTS: **EXTENDING THE PRACTICE – CREATIVITY, CONTRIBUTION & INNOVATION IN THE FIELD**

THE JACQUES CARTIER AND CHAMPLAIN BRIDGES INCORPORATED

The Problem and Challenge

How to deconstruct a major 3.4 km structure and dispose of some 300,000 tons of materials while pursuing sustainable development goals and generating benefits for the community? This is the challenge that was issued to the federal corporation The Jacques Cartier and Champlain Bridges Incorporated (JCCBI) when it was mandated by the Government of Canada to deconstruct the Champlain Bridge. Despite a tight timeline, rigorous procurement process, JCCBI worked to meet this challenge by partnering with the public and its many stakeholders.



The objective was to generate ideas for the reuse of materials and the development of spaces that will be freed up on the river banks by the deconstruction of the bridge, to promote the appropriation of the project by the community and learn from the history of this infrastructure for future generations.

The Role of Public Participation

The decision to replace the Champlain Bridge with a new structure having already been made and the construction of the new bridge having been completed, one could question the relevance

of engaging the public at the deconstruction stage of the original bridge. As the project results in the disappearance of a structure in the urban landscape, one could also doubt the interest of citizens to get involved.

Yet public participation is what has transformed a project with economic and technical imperatives into a collective project with significant benefits for the community. In this way, this bridge, which has served the Montreal community for nearly six decades, can continue to be useful to future generations through development, creation, and research.

Through its public participation approach, JCCBI has established trusting relationships with a multiplicity of stakeholders and has taken into account the needs and



expectations of the population. The approach made it possible to explore the uses to develop public spaces on the bank, commemorate the original bridge and reuse materials. More generally, the initiative has stimulated collective reflection on sustainable development in major infrastructure projects.

Project Results

The participation process was decisive in JCCBI's decisions regarding the clauses to be included in the contractor's mandate, in particular with regard to the choice of bridge elements to be retained. The process made it possible to define the main lines of a riverbank redevelopment project, to produce

a catalogue of parts available for projects of collective interest, select promising research projects and establish partnerships.

LES PONTS JACQUES-CARTIER ET CHAMPLAIN INCORPORÉE

Question ou problème central

Comment déconstruire un ouvrage d'art majeur de 3,4 km et disposer de quelque 300 000 tonnes de matériaux en poursuivant des objectifs de développement durable et en générant des bénéfices pour la collectivité ? C'est le défi qui a été lancé à la société fédérale Les Ponts Jacques Cartier et Champlain Incorporée (PJCCI) lorsqu'elle a été mandatée par le gouvernement du Canada pour déconstruire le pont Champlain d'origine. Malgré un échéancier serré, un processus d'approvisionnement rigoureux, PJCCI travaille à relever ce défi en s'associant à la population et à ses nombreuses parties prenantes.

L'objectif était de générer des idées pour la réutilisation des matériaux et l'aménagement des espaces qui seront libérés en berges par la déconstruction du pont, de favoriser l'appropriation du projet par la collectivité et de tirer des leçons de l'histoire de cette infrastructure pour les générations futures.

Le rôle de la participation publique

La décision de remplacer le pont Champlain par un nouvel ouvrage ayant déjà été prise et la construction du nouveau pont étant complétée, on pourrait se questionner sur la pertinence d'engager le public à l'étape de la déconstruction du pont d'origine. Le projet résultant en la disparition d'une structure dans le paysage urbain, on pourrait aussi douter de l'intérêt des citoyens de s'impliquer.



La participation publique est pourtant ce qui a transformé un projet aux impératifs économiques et techniques en un projet collectif aux retombées importantes pour la communauté. De cette façon, ce pont ayant servi la communauté montréalaise pendant près de six décennies pourra continuer d'être utile aux générations futures par le biais d'aménagements, de créations et de recherches.

Grâce à sa démarche de participation publique, PJCCI a établi des relations de confiance avec une multiplicité de parties prenantes et a tenu compte des besoins et attentes de la population. La démarche a permis d'explorer les occasions pour aménager des espaces publics en berge, commémorer le pont d'origine et réutiliser des matériaux. Plus globalement, l'initiative a stimulé une réflexion collective sur le développement durable dans les grands projets d'infrastructure.

Résultats

La démarche de participation a été déterminante dans les décisions de PJCCI en ce qui a trait aux clauses à inclure dans le contrat de l'entrepreneur, notamment quant au choix des éléments du pont à conserver. Le processus a permis de définir les grandes lignes d'un projet de réaménagement des berges, de produire un catalogue de pièces disponibles pour des projets d'intérêt collectif, de sélectionner des projets de recherche porteurs et d'établir des partenariats.



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



CANADA

PROJECT CATEGORY WINNERS & FINALISTS: **EXTENDING THE PRACTICE – CREATIVITY, CONTRIBUTION & INNOVATION IN THE FIELD**

CONTINUED FROM PAGE 33

SIMON FRASER UNIVERSITY – STUDENT EXPERIENCE INITIATIVE (SEI)

The Problem and Challenge

Simon Fraser University's vision is to engage the world; engaging students, research and community. As part of SFU's Priority Initiatives under the leadership of President Andrew Petter, the university launched the **Student Experience Initiative (SEI)** to make a meaningful difference for our students. SEI aims to provide a positive, healthy and exciting environment in which students learn and thrive. SEI includes seven key action areas with a Working Group per key action area to guide its implementation from 2016 to 2021. These action areas include: Building Community and a Sense of Belonging (BCSB), Navigating SFU, Improving Communication with Students, Destination SFU/ Home Away from Home, Healthier Campus Community, Ideas to Good to Ignore, and Supervision for the 21st Century.

The SEI BCSB Working Group was tasked with building community and belonging among students across all three campuses. The Working Group includes two Co-Chairs with nine staff and faculty representatives from various units, departments and campuses. The BCSB challenge was complex given our diverse and rapidly growing student population and overlap with other SEI focus areas. SFU's main campus location on the Burnaby mountain also presents unique challenges in building community among a 90% commuter and non-traditional student population.



The Role of Public Participation

- Highlighted public participation technique: a modified charrette called a creative idea lounge which were informal spaces to promote creative problem solving and collaboration among students. These idea lounges were held at multiple campus centres in collaboration with: The Interfaith Centre with students of diverse faith; the Global Student Centre with transfer/mature students; the Women's Centre with students of all genders and with the Centre for Accessible Learning through a focus group with students with disabilities.

- Other techniques used includes:
 - The two engagement objectives were **Idea Generation** (listen to and collaborate with the diverse student community to generate ideas and solutions on building community and belonging in a safe, open and accessible manner) and **Share Back** (keep students in the loop on what we heard from the consultations and what we are doing with student feedback to reflect student input and priorities moving forward).



Project Results

In total the Student Experience Initiative at SFU has been able to reach nearly 2,200 students, train 12 Peer Idea Activators and submit two final consultation reports. In addition, 10 custom fire pits were created featuring Indigenous artwork in an event featuring 32,000+ participants. They also held a Mural Mosaic Project to install 5 murals that featured 1,800+ student contributors.



CONTINUED ON PAGE 35



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



CANADA

PROJECT CATEGORY WINNERS & FINALISTS: **INDIGENOUS ENGAGEMENT**

← CONTINUED FROM PAGE 34

CITY OF WINNIPEG

The Problem and Challenge

With the arrival of settlers in Canada, Indigenous territories were re-mapped and re-named. These names became the standard for cities that continue to grow within Indigenous territories. Indigenous place names are emerging as one instrument in the process of reconciliation; acknowledging the presence of Indigenous peoples and their longstanding relationships to territory and lands. In Winnipeg, they had an opportunity to re-examine the relationship with Indigenous peoples and their relationship with the territory and lands on which Winnipeg was built. In some cases, historical markers commemorate historical figures that advocated, constructed, or participated in creating policies, laws, and legislation having devastating effect on the lives of Indigenous peoples, such as residential schools.

The Role of Public Participation

- The Indigenous Relations Division led this initiative and Indigenous organizations were key to the process in both phases 1 and 2. In-person events were held in Indigenous run venues or educational institutions and most events included the sharing of a meal.
- At the first public workshop, local Indigenous leaders, historians and academics opened with a panel discussion that delved into local history and paths forward. The discussion was recorded and posted online along with a transcript.
- From the onset of the project the team worked with the Winnipeg



Public Library to promote the engagement program (displays and posters) and provided a specialized reading list of library Indigenous-specific resources created specifically for the initiative

- The public engagement objectives were to gather input from the public on how to provide a more balanced representation of Winnipeg's history; to gather feedback on options for representing history through monuments, signage and street naming; and to consider the public's feedback in how they could best remember and pay respect to the history and stories of Indigenous peoples.



Project Results

The values identified by Welcoming Winnipeg participants resulted in a draft framework for the Welcoming Winnipeg policy. In phase 2 of engagement, participants provided feedback on guiding principles and a proposed process and criteria for creating new, renaming/removing, or adding to place names and historical markers. Feedback on the process and criteria resulted in the Welcoming Winnipeg policy that was approved by Council in January 2020.



The impact of this initiative is City-wide; especially for those who will feel more welcome as a result. Going forward, one impact will be pride and the policy will help ensure that the contributions, experiences, and perspectives of First Nations, Métis, and Inuit are reflected truthfully in our stories, historical markers, and place names.

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2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



CANADA

PROJECT CATEGORY WINNERS & FINALISTS: **DIVERSITY & INCLUSION**

CONTINUED FROM PAGE 35

CITY OF TORONTO - MAXIMUM CITY

The Problem and Challenge

The City of Toronto, through its Child Friendly TO initiative, is working to transform Toronto into a more child-friendly city, where all children can learn, play, and grow in the healthiest way possible. In order to achieve this overarching goal, the City recognizes that children are influential stakeholders who must be engaged, listened to, and empowered as collaborators and co-creators. However, City staff and consultants lack low-barrier and easy to implement child engagement and data collection tools that capture actionable data to inform the planning and design of child-friendly communities, while also being fun and skill-building for kids.

In 2019, Maximum City was contracted by the City of Toronto's Children's Services to implement the KidScore, an engagement and data collection tool to enable children to assess the child-friendliness of their local streets, places, and neighbourhoods, thereby informing planning decisions at local levels and, ultimately, citywide policies.

The Role of Public Participation

There were three key steps to participation in the KidScore Pilot:

- First, kids completed a short place-based Well-being Survey.
 - Second, they completed a neighbourhood inquiry and observation walk, including photo tagging of their likes and dislikes.
 - Finally, kids completed the online KidScore Survey, which asks multiple questions in five categories to help identify, through kids' eyes, what is and is not 'kid-friendly' in an area.
- In each location, kids led the observation and data collection processes, while participating adults followed, listened and answered questions to facilitate the process.

AWARD: Winner

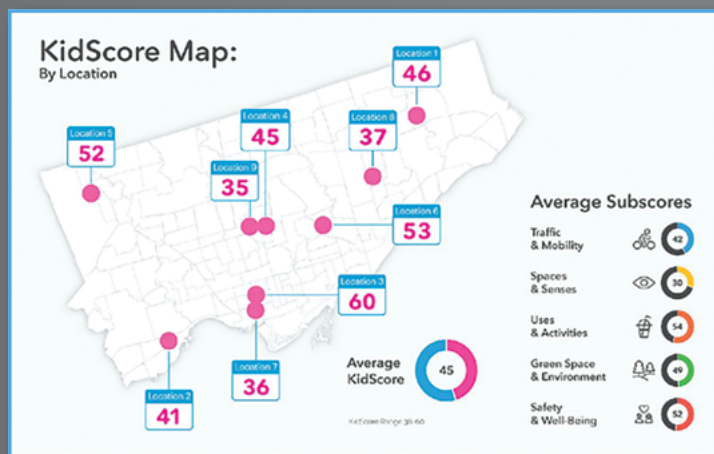
PROJECT

"KidScore Pilot Program: Engagement and Data Collection to Inform Child-Friendly Cities"



Project Results

The KidScore Survey produces an overall KidScore and five SubScores out of 100 (Mobility and Traffic; Spaces and Senses; Uses and Activities; Green Space and Environment; and Safety and Well-Being) for each area. During the Pilot program, the KidScore survey tool was used by 248 kids, ages five to 13, in nine communities across Toronto.



This data collected through the KidScore Pilot were shared as a public report and interactive map, and are currently being used to inform the direction of multiple City divisions participating in Toronto's Child Friendly TO initiative. Participating kids presented their KidScore data and solutions for creating more child-friendly communities to members of City Council and senior staff during the National Child Day event at City Hall in the fall of 2019. In March and April 2020, the project team published a series of articles on the KidScore in Spacing, Canada's national urbanism magazine, which were shared widely on social media and in urbanism and engagement circles. The Pilot exemplifies how kids can be engaged in the planning and city-building process, build civic skills and literacy, and produce actionable data to guide better, more informed policy and decision making through a child-friendly lens.

CONTINUED ON PAGE 37



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



CANADA

PROJECT CATEGORY WINNERS & FINALISTS: **DIVERSITY & INCLUSION**

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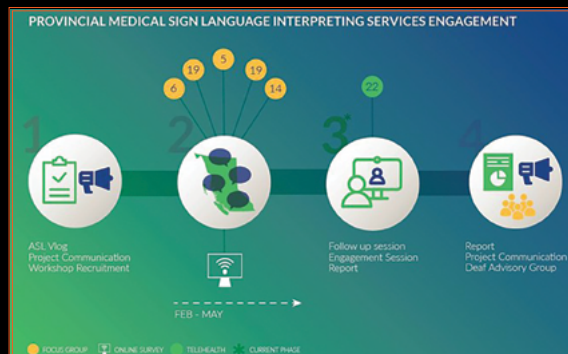
DELANEY, THE ENGAGEMENT PEOPLE, THE PROVINCIAL LANGUAGE SERVICE (PLS), PROVINCIAL HEALTH SERVICES AUTHORITY (PHSA)

The Problem and Challenge

This project is ground-breaking as it addresses the community's need and advocacy for access to Sign language interpreters required to provide accurate communication for medical care. The project follows years of community's struggle for appropriate interpreting in medical settings which became their constitutional right with the 1997 Supreme Court judgement (Eldridge v. British Columbia) that provided Deaf, Deaf-Blind and hard of hearing British Columbians with the right to a Sign language interpreter for access to medical services.

In 2016, the Provincial Language Service, a program of PHSA, reviewed the service delivery model for medical Sign language interpreting services. Based on the initial feedback received from the community, PLS determined more engagement was required with the clients. The relationship between PLS and the clients was contentious as community members were largely dissatisfied with the service provided and the review process. Delaney was hired to plan, implement and report on the engagement, and Emina Dervisevic acted as the project lead, the project facilitator and communication manager.

The project has been nominated for the PHSA+ Award, an award that celebrates people and projects within PHSA that make British Columbia a leader in caring for vulnerable populations.



PROVINCIAL LANGUAGE SERVICE
Provincial Health Services Authority

Provincial Medical Sign Language Interpreting Components of Interpreting Services

Intake
When an interpreter is requested, Intake collects all the necessary information (physician/provider, location, type of session, MSP coverage, etc.) and verifies if the request falls within the service scope.

Dispatch
Dispatch matches an interpreter to a request. Interpreters are assigned based on availability, geographic location, interpreting skill and language proficiency as well as the client's preference.

Interpreting Resources
The availability of qualified, proficient and skilled interpreters is required to perform Sign language interpreting in a medical setting.

Health Care Provider Education
Increasing health care providers' awareness of resources improves access to health care for Deaf, Deaf-Blind, and hard of hearing patients. This includes education on how to arrange for an interpreter and how best to work with an interpreter.

Technology Supports
Technology supports can supplement the services of in-person interpreters when interpreters are not available due to timing, geographic location, or emergency situations.

Quality Processes
Quality processes are an opportunity for clients to submit a comment, feedback or complaint on services they receive.

Community Outreach
Community outreach refers to communicating with members of the Deaf, Deaf-Blind, and hard of hearing community to reach a better understanding of service expectations and to ensure the service responds to community needs whenever possible.

The Role of Public Participation

In the Engagement Plan, the engagement objectives were as follows:

- #1: To inform stakeholders of the engagement process, scope, budget, operational constraints and regulatory requirements of the services
- #2: To involve stakeholders in understanding their values associated with a provincial medical Sign language interpreting service (PMSLIS).
- #3: To involve stakeholders in identifying needs for each of the areas of a provincial medical Sign language interpreting service so that future service delivery can best meet their needs.
- #4: To consult stakeholders on proposals for a service delivery model for PMSLIS.
- #5: To inform stakeholders of the engagement process and its results so that all stakeholders understand proposed changes to services and how stakeholder input influenced the decision.

Project Results

The values and principles identified through the engagement became the foundation of the new Service Delivery Framework. One of the key principles is that service delivery needs to be Deaf-led. This resulted in hiring a Deaf Coordinator to oversee the interpreting service delivery on behalf of PLS and establishing a CAG. The indirect results of the engagement are improved and increased access to Deaf-friendly health-related communications.

CONTINUED ON PAGE 38



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



CANADA

PROJECT CATEGORY WINNERS & FINALISTS: VISUAL ENGAGEMENT

CONTINUED FROM PAGE 37

TRANSLINK (SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY)

The Problem and Challenge

Building on a legacy of forward-looking regional planning, Transport 2050 will lay out projects, services and policies to keep Metro Vancouver moving for the next 30 years. A regional strategy requires regional input. That's why the project team was tasked with reaching Metro Vancouver's 23 communities and going beyond the "transit bubble" to engage all people who live, work and move in our region of over 2.5 million. Phase 1 efforts delivered TransLink's biggest-ever engagement, with almost 32,000 survey responses from diverse groups. These responses have helped shape goals for the next 30 years of TransLink's work.

TransLink committed to involving stakeholders in Phase 1 of the project: to gather their aspirations, use them to create goals for the region, and to clearly explain how their input had shaped decision making.

To ensure an equitable engagement, the team reached out to the diverse people of the region, attending 315 local events and making special efforts to reach less-often-heard-from groups – meeting with people living in poverty, striking a 20-person youth advisory committee and delivering workshops and community events in seven languages.

Following the end of engagement, the region was informed what we had heard and how we would use



this information through a highly visual engagement report and thank-you video. The results have since been used to directly influence goals for the next Regional Transportation Strategy.

The Role of Public Participation

To make it easy for stakeholders to find and understand the project, a single-page micro-site was created at Transport2050.ca. This site hosts the most relevant content-at-a-glance, inviting people to learn more and participate on the **engagement portal**.

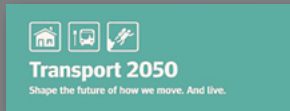
TransLink created videos to introduce each survey section - **vision and values, transportation priorities and the future of transportation** - so people understood the key decisions. Each video was captioned in English, Traditional and Simplified Chinese, and Punjabi.

One of the most popular parts of the engagement portal was the **Ideas Board**, which enabled people to submit, share, vote and comment on ideas for the future. TransLink was praised by participants for making this a transparent process.

The Transport 2050 bus - a fully-wrapped articulated bus - created a unique advert and engagement experience, and was a mainstay at the **region's farmers' markets and community events** throughout the summer.

Project Results

Through these efforts, the project team delivered TransLink's biggest-ever engagement. Importantly, overall participation roughly matched regional demographics and representation from youth, non-English speakers, New Canadians, people with disabilities, and those who rely on a car was excellent.



CONTINUED ON PAGE 39



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



USA

PROJECT CATEGORY WINNERS & FINALISTS: **GENERAL PROJECT**

CONTINUED FROM PAGE 38

ARIZONA DEPARTMENT OF ENVIRONMENTAL QUALITY

The Problem and Challenge

Section 404 of the Clean Water Act (CWA) requires dredge and fill activities in Waters of the United States receive a permit from the US Army Corp of Engineers (USACE). Arizona applicants felt the USACE permitting program was cumbersome and often resulted in expensive time delays in completing construction projects and asked the Arizona Governor and leadership at the Arizona Department of Environmental Quality (ADEQ) to consider state assumption of the federal permitting program. After receiving authority to assume the program from the Arizona legislature, ADEQ began a planning process to create a roadmap for a state permitting program.

ADEQ has adopted and aggressively implemented Lean Government principles, which defines its stakeholders as customers and focuses on ensuring those customers are involved in the development of new programs and improvements to existing programs. The principles include engaging customers and stakeholders early and often in the process and understanding the value the programs provide to them. This commitment to engage stakeholders was reflected in the four-phase planning process. Each phase had specific topics that needed to be addressed prior to advancing to the next phase.

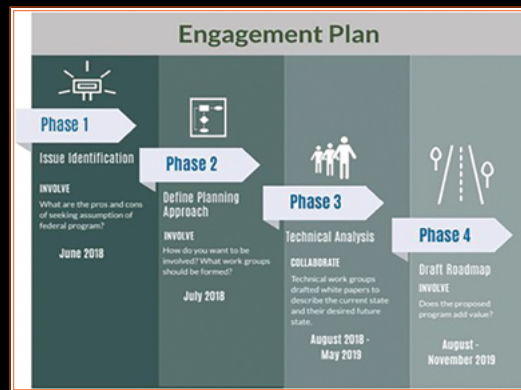
The Role of Public Participation

- A central tenant of the ADEQ process is to involve end users early and often when creating or improving services; ADEQ believes that those who are affected most by a decision have a right to be involved in the decision-making process.
- Targeted audiences included but were not limited to existing and future permit applicants, industry, including construction, rock products, mining, utilities and manufacturing, non-government



entities, 22 federally recognized Tribal Nations in Arizona, and municipalities and county governments.

- The following methods were used to engage stakeholders and customers and seek input: stakeholder meetings with in-person and online participation, Tribal Nations listening sessions and formal consultation, Technical Work Groups, an Executive Work Group, an online survey, coordination with state and federal agencies.



Project Results

At the conclusion of each meeting, participants were asked to complete an evaluation form. The results of these evaluations were closely monitored and used when planning the engagement process for the subsequent phases. The evaluation results showed how personal values affected a person's agreement that the agency was listening to them. The first meeting was attended by mostly industry and local governments. The second meeting was attended mainly

by representatives from environmental organizations and NGOs. In both meetings, ADEQ conducted the same presentation and exercises in both meetings, but the evaluation results were very different.

Almost 500 people in total were engaged by attending stakeholder meetings, participated in work groups and provided over 2,100 comments. The majority of stakeholder input supported retaining the current process. Based on this, ADEQ has decided not to continue pursuing state assumption of the 404 permitting program. Stakeholder engagement is an integral part of the potential development of any program, and the Department appreciates the participation of so many people sharing their perspectives.

CONTINUED ON PAGE 40



2020 IAP2 REGIONAL FINALISTS & HIGHLY-COMMENDED



USA

PROJECT CATEGORY WINNERS & FINALISTS: **RESPECT FOR DIVERSITY, INCLUSION & CULTURE**

CONTINUED FROM PAGE 39

PROSPER PORTLAND & JLA PUBLIC INVOLVEMENT

The Problem and Challenge

In a beleaguered downtown neighborhood with a distinct cultural history, Prosper Portland, the City of Portland's development bureau, needed to plan redevelopment of two key sites in the historic Old Town Chinatown. This area is known as the historic settling place for Portland's Chinese and Japanese immigrants, along with other communities of color. More recently, many historic residents have been displaced and the neighborhood has become a place of many challenges, including issues around houselessness and public safety.

An action plan adopted for the neighborhood emphasized that cultural and educational institutions must play an important role in community development and public conversations. However, many stakeholders with historic ties to the area had moved to other parts of the city.

The engagement challenge was not just to solicit public input about possible uses for the two sites, but to use the projects to reconnect lapsed ties to the neighborhood. The agency needed to find a way to reach



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"Reconnecting past and future: Community engagement shapes redevelopment in Portland's Historic Old Town Chinatown"



the right people, as well as balance the variety of perspectives — toward the goal of a vibrant, walkable district that honors unique historical and cultural relevance.

The Role of Public Participation

■ Prosper Portland's stated goal was to "select developers based on their ability to implement development plans that satisfy the goals of the Old Town/Chinatown Five-Year Action Plan and achieve the goals and benefits identified by the community through our outreach process."

■ Public participation methods used included stakeholder interviews, listening meetings, an online survey, and the creation of a stakeholder advisory committee

■ Stakeholder input helped create a groundswell of public excitement and participation, which ultimately led to the involvement of many diverse voices.

■ This process represented an intentional shift in the way Prosper Portland conducts public engagement. Never before had so much influence been given to community members to shape a project.

Project Results

The development proposals selected by the committee were approved by Prosper Portland and are currently moving through next steps. Though there were not a high number of applications, the two selected proposals were highly tailored and considerate of the community goals and expressed enthusiasm for working on these projects alongside the community. A community-centric approach was apparent throughout the process, and in partnership with developers who believe in these goals, will now be apparent in the final projects.



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