



2021

CORE VALUES AWARDS SHOWCASE

Honouring Models of

**EXCELLENCE, CONTRIBUTIONS
& PROGRESS**

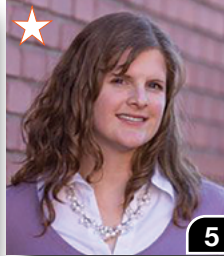
Within the Practice of P2



IAP2 International

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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 2021.

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 2021 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 2021 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.

Enjoy!

A handwritten signature in black ink, appearing to read 'Kylie Cochrane'. The signature is fluid and extends across the width of the text area.

MS. KYLIE COCHRANE
IAP2 International Chair 2021



INTERNATIONAL JURY



RACHEL FOX



SARA DECHTER



GEOFF WILSON

Special thanks are extended to the international jury members, **Rachel Fox**, IAP2 International Board Member (Jury Convener), **Sara Dechter, CP3, AICP**, Comprehensive Planning Manager, City of Flagstaff, AZ, Core Values Awards – Project of the Year winner in 2020, and **Geoff Wilson, MPA**, Director Public Engagement & Community Health Board Support, Nova Scotia Health Authority, Core Values Awards – Organisation of the Year winner in 2020, 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.



2021 IAP2

INTERNATIONAL AWARD WINNERS

Project of the Year



ARGYLE (CANADA)

“Sixties Scoop Foundation Engagement Process”

In 2018, the court approved a settlement between the Canadian government and Survivors of the 60's Scoop, where Indigenous children were forcibly removed from their families and put into non-Indigenous care. One outcome of the settlement was the provision of \$50 million to establish a Sixties Scoop Healing Foundation (SSHF) for Survivors. While the SSHF had been incorporated and an interim board of directors appointed, its focus,

governance, and mandate were not yet determined. The Interim Board acknowledged that serving survivors meant earning their trust through authentic engagement. By focusing on Survivors and creating a culturally safe and trauma-informed environment, the team captured the voices of hundreds of survivors. Their input led to seven foundational recommendations that informed the direction of the SSHF.



LEARN MORE AT:

<https://www.nationalhealingfoundation.com>

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2021 IAP2

INTERNATIONAL AWARD WINNERS

Organisation of the Year

CONTINUED FROM PAGE 6

VICTORIA STATE GOVERNMENT (AUSTRALIA) “Level Crossing Removal Project”

Level Crossing Removal Project (LXRP) was established by the Victorian Government to oversee one of the largest rail infrastructure projects in the state's history. We have the challenging task of removing 75 level crossings across metropolitan Melbourne by 2025. The project is improving safety, reducing congestion, improving travel time reliability, and enabling more trains to run on Melbourne's congested network. As of April 2021, 46 level

crossings have been removed and 23 new stations completed. Our vision at the LXRP is 'Delivering Great Change – Transforming the way Victorians live, work and travel'. This is underpinned by five strategic objectives, or the 'five greats' as they are known within our organisation. 'Great engagement' is one of our objectives and given the size and scale of our delivery program, we have seized this as an opportunity to be trailblazers in infrastructure engagement.



LEARN MORE AT:

<https://levelcrossings.vic.gov.au>

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2021 IAP2

INTERNATIONAL AWARD WINNERS

Research Award

CONTINUED FROM PAGE 7

Now Available

Beyond Inclusion:
Equity in Public Engagement
A Guide for Practitioners

Download your digital copy today:
sfu.ca/dialogue/beyond-inclusion

SIMON FRASER UNIVERSITY'S MORRIS J. WOSK CENTRE FOR DIALOGUE (CANADA)
"Beyond Inclusion: Equity in Public Engagement"

Public participation initiatives often struggle to draw participants who truly represent the demographic, attitudinal and experiential diversity of the communities impacted by a decision. Engagement processes that fail to address these barriers and systemic inequities may cause more harm

than good. What would it take to move beyond inclusion and towards a practice of equity—sharing power so that communities and leaders may collaborate throughout the planning, implementation, and follow-up of an engagement in order to genuinely co-create solutions?



MORRIS J. WOSK CENTRE FOR DIALOGUE

LEARN MORE AT:
<https://www.sfu.ca/dialogue/beyond-inclusion.html>





2021 IAP2 WINNERS BY REGION



CANADA

ORGANISATION OF THE YEAR

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MANITOBA GOVERNMENT

The Problem

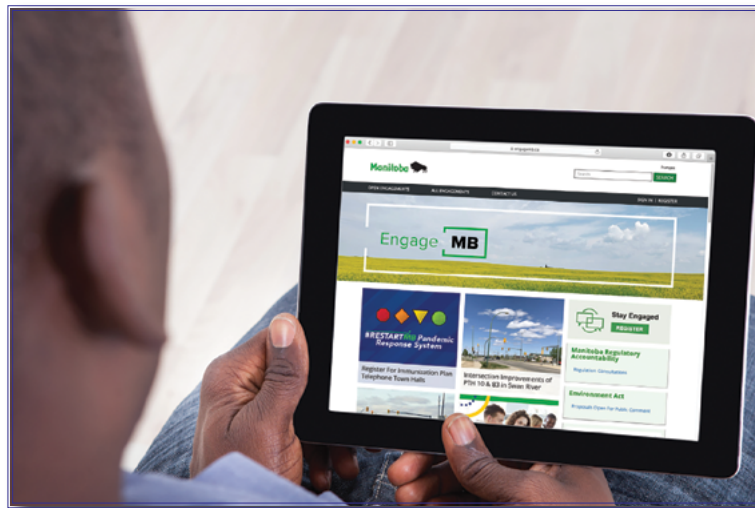
Manitoba was one of the last jurisdictions in Canada to adopt a deliberate framework for engagement, provide centralized access to engagement opportunities and the results of public engagements were reported back to the public inconsistently.

Role of Public Participation

The foundation of success for their engagement transformation began in 2018 with Transforming the Public Service: A Strategy for Action. This new approach included a strong commitment that the feedback, insights and knowledge of Manitobans would be at the center of the decision-making process as they transformed the work of the Manitoba public service. After the release of the transformation strategy in 2018, a public engagement advisory team was established, led by the Office of the Clerk of the Executive Council.

The advisory team included a diverse group of 20 representatives from across government responsible for providing recommendations on a framework and guiding principles towards an enhanced and consistent approach to public engagement.

The advisory team was instrumental to building momentum and interest in public participation within the Manitoba public service. Public servants also received the intensive Foundations in Public Participation course and senior leaders and technical staff took part in a specialty decision-maker program with the



goal of providing executive leadership with a baseline level of knowledge about IAP2 methodology to ensure its consistent application across government.

EngageMB has proven to be an effective tool to connect with Manitobans on a range of issues and policy decisions. Manitobans have participated enthusiastically with over 600,000 points of participation on 65 public engagement opportunities from 10 different government departments since its launch. 20 internal projects have also received over 5,000 points of engagement with Manitoba public service employees.

Project Results

Through EngageMB, the Manitoba government has engaged with more Manitobans, more often, than ever before. They have increased engagement by 470% in 2020 over the previous year, even during a global pandemic. Internally, the government adopted

a coordinated approach to engagement, an organization-wide public engagement framework and guiding principles. They have also launched a program of internal capacity building aimed at advancing organizational competency in public engagement. Over 50 senior leaders, 50

technical staff from central government and 125 public servants are now trained in IAP2 best practice principles. Lastly, they have developed a public engagement community of practice that continues to grow with over 170 members from all departments across government.

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2021 IAP2 WINNERS BY REGION



AUSTRALASIA

PROJECT OF THE YEAR: **PLANNING**

CONTINUED FROM PAGE 10

DUNEDIN CITY COUNCIL

Beginning in 2019, the Dunedin City Council took its first steps in developing a forward-looking and community-oriented climate adaptation plan for the city's much-loved Whakahekerau – Rakiātea coast (St Clair – St Kilda coast). The primary objective of the St Clair – St Kilda Coastal Plan engagement was to work with the community to co-create a vision and climate adaptation plan for the St Clair – St Kilda coastline by;

- Understanding the community's collective values and aspirations for the area and
- Identifying management options that could support the sustainable management of the coast in line with the community's ambition for the area

The process provided a rare opportunity to support and empower the community to develop an ambitious plan for a truly special section of coastline. Through the process the team needed to capture the community's values, socialise management options and educate on coastal processes and climate change. The community was drawn in to consider the intergenerational risks and opportunities on offer which were fundamental to climate adaption objectives of the process. Along the way, the community's ongoing input was used to direct strategic thinking, steer funding on technical work and ultimately guide the development of the city's first climate adaptation plan. Public participation was pivotal to the change and will continue to be as the coastal plan is implemented over time. It has helped build trust between Council and community, overcome inertia in planning for coastal protection, and helped guide this highly valued stretch of coast towards long-term climate resilience and sustainability.



The engagement journey began with a period of critical review and reflection – this was not the first time that this community had been asked to provide input on this coastline. The team worked hard to review previous engagements, their results, lessons learnt and outcomes to date. This preparation was crucial to preparing staff for conversations that in many ways had been started, but in the community's eyes, left unfinished. The Engagement Plan was validated early with stakeholders and community groups to ensure we clearly understood how people wanted to be involved, and where and when would be best to include them. We started with the question 'What matters most?' to understand what people valued most about the coast, before working towards 'What could be done about it' to ensure a sustainable and lasting outcome for the coast and community.

A diverse range of methods were used to encourage participation in the process. A carefully devised and iterative programme incorporated both innovative engagement activities alongside tried and tested methods. Innovative engagement methods included printmaking sessions (art workshops) online multi-media and multi-criteria decision-making surveys. These methods helped to diversify our set of engagement tools and mitigated several key engagement risks such as certain groups being under-represented, Covid-19 restricting face-to-face engagement and overcoming a history of distrust in decision making at the coast. Through the St Clair – St Kilda Coastal Plan engagement process we received feedback from more than 2000 individuals, with several thousand others also being reached. More than a dozen different engagement methods were used to source feedback and many more methods were used to advertise and supplement our

CONTINUED ON PAGE 12



engagement activities. We are proud of the number and diversity of groups and individuals engaged and of the strides we have made to build trust and integrate community ambition into a truly forward-looking plan for our city's much-loved coast.

During a time when local authorities and communities are grappling with the effects of coastal hazards and climate change, we feel

that this engagement process has made significant contributions to the field of public participation. We have navigated a national Covid-19 related lockdown, retaining momentum and using delays as opportunities for iteration and improvement. We are proud to have been a part of this journey with our community and are committed to ongoing conversations and implementation of a plan that is well-informed and understood by our community.



ARGYLE

The Problem

In 2018, the court approved a settlement between the Canadian government and Survivors of the 60's Scoop, where Indigenous children were forcibly removed from their families and put into non-Indigenous care. One outcome of the settlement was the provision of \$50 million to establish a Sixties Scoop Healing Foundation (SSHF) for Survivors. While the SSHF had been incorporated and an interim board of directors appointed, its focus, governance, and mandate were not yet determined. The Interim Board acknowledged that serving survivors meant earning their trust through authentic engagement.

Role of Public Participation

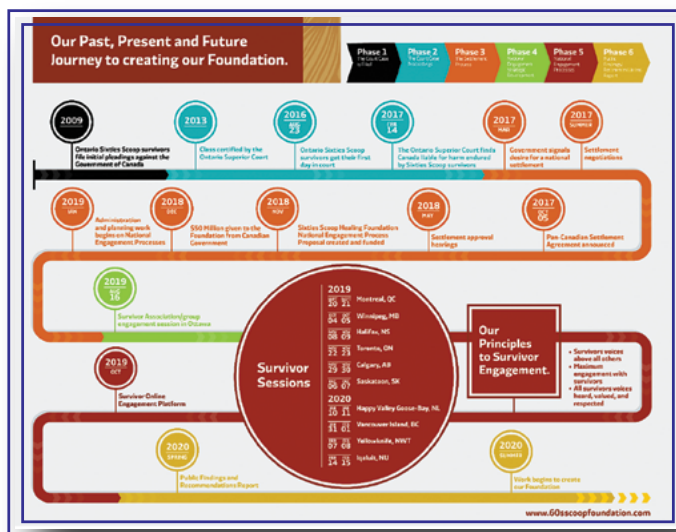
This engagement program was designed to empower Survivors and mirrors the **Empower** level of the IAP2 Spectrum. While the Foundation was incorporated, the organization's mission, governance, and goals needed to be determined by the Survivors themselves. The engagement team developed



a strategy to demonstrate to Survivors that their input would be heard and incorporated into the Foundation's groundwork. This challenge necessitated the three key guiding engagement principles: Survivors' voices above all others; maximum Survivors' engagement; all Survivors voices heard, valued, and respected.

To tackle the program's objectives, they:

- Held workshops with Survivor associations
- Held forums with child and welfare experts and charitable foundation leaders
- Hosted in-person engagement sessions in cities and town across Canada
- Conducted online engagement that welcomed feedback and invited participation from Survivors across the country and received over 8,000 comments
- Developed a project website to host all relevant information and a comprehensive program background
- Reported feedback to form the SSHF National Survivor



Engagement Report

Project Results

By focusing on Survivors and creating a culturally safe and trauma-informed environment, the team captured the voices of hundreds of survivors. Their input led to seven foundational recommendations, listed below, that informed the direction of the SSHF.

- Survivor voice will have primacy above all others'
- Maximum engagement of Survivors
- Diversity of Survivor experience and perspectives included
- All voices respected and heard
- Accurate recording of Survivor responses to engagement questions
- A culturally safe process including opportunities to participate in traditional practices such as talking circles



TUALATIN HILLS PARK & RECREATION DISTRICT (THPRD)

The Problem

THPRD is a nationally accredited and award-winning special district spanning 50 square miles and serving more than 250,000 community members. With nearly 100 park sites with active recreational amenities, 70 miles of trails, eight swim centers, six recreation centers, and 1,500 acres of natural areas, THPRD is Oregon's largest park district. Diverse communities have always made this district their home and bring valuable contributions to the social fabric. According to recent demographic data, nearly one in three people living in-district boundaries are people of color, and more than half of the communities of color are bilingual. Communities often face language, financial, and access barriers. In fall 2018, to continue to serve all communities equitably, THPRD recognized the need to conduct an intentional community visioning process.

Role of Public Participation

THPRD's community visioning



project centered not only the needs of those that currently use the parks, programs, and natural areas, but also heard from people that may still experience barriers to participation, may be new to the district, or may not fully utilize THPRD services. The outreach and engagement phase asked three big-picture questions:

- What do you want for the future of THPRD?
- What are your favorite activities to do with THPRD?
- And how can THPRD improve these?



To accommodate and include various communication styles, they used creative and tailored tools at each engagement opportunity. These included in-person engagement, online open houses, comment boxes and community events targeted at various focus groups. Public responses helped identify emerging areas of interest, prioritization of service delivery, and areas we need to sustain, evolve, or build capacity.

Project Results

The resulting document from the THPRD community visioning, Vision Action Plan, is built upon and directly reflects a wealth of community-driven aspirations and perspectives. The actions and strategies will help THPRD serve and plan for a growing, multigenerational, and multicultural population. The focuses will be: Ensuring a **Welcoming and Inclusive** district, Providing **Play for Everyone**, Keeping things **Accessible and Safe** and Continue **Preserving Natural Spaces**.

The Vision Action Plan will also inform THPRD policy-making and formal planning processes for the next 20 years. The community vision serves as an overarching umbrella, weaving public input into district’s foundational documents. As THPRD looks toward translating the community vision into practice, the information learned from this effort will also impact policy-making, formal planning processes, long-term programming, and align district funding with community priorities.



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

The Problem

Public participation initiatives often struggle to draw participants who truly represent the demographic, attitudinal and experiential diversity of the communities impacted by a decision. Engagement processes that fail to address these barriers and systemic inequities may cause more harm than good. **What would it take to move beyond inclusion and towards a practice of equity—sharing power so that communities and leaders may collaborate throughout the planning, implementation and follow-up of an engagement in order to genuinely co-create solutions?**

Role of Public Participation

The ideas presented in the research report were developed through a participatory research and consultation process led by our team from May 2019 - January 2020, including seven facilitated focus groups and working sessions with community members



and representatives from government and civil society, a literature review of over 40 related research and practice resources and interviews with 13 public participation practitioners.

Anonymized notes from focus groups, workshops and roundtables were qualitatively coded alongside the literature review resources to identify values, principles and practices that support inclusion and equity as well as common challenges or constraints practitioners face for implementation. Our set of eight principles for equitable public engagement, and their corresponding strategies, were developed out of these emerging themes and further refined through a community workshop and a peer-review process. This peer-review was conducted by 11 people including focus groups participants, engagement practitioners and government representatives. This triangulation between literature, iterative participatory research and



peer review was intended to validate and refine our findings, while ensuring accountability to our participants' contributions.

Project Results

The results of the research process include:

- A series of 8 principles adaptable to a variety of P2 contexts
- Relevant case-studies to demonstrate the application of the principles

- Tools for practitioners
- National and International workshops and presentations (including the IAP2 North American Conference in 2020)
- The City of Victoria using the guide to develop its new equitable engagement framework
- An international version of the guide to be published this year
- A suite of case studies to be published this year as a companion to the guide

★ 2021 IAP2 ★

REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: COMMUNITY DEVELOPMENT

BARWON WATER

Barwon Water (Barwon Region Water Corporation) is Victoria's largest regional urban water corporation, servicing the Greater Geelong region, from Little River in the north, to Colac in the west, Bellarine Peninsula in the east and Apollo Bay in the south. We deliver high-quality, affordable and reliable water services to more than 320,000 permanent residents (reaching up to 545,000 people during the peak holiday period).

Birregurra is a small rural residential township located 64 km west of Geelong with a population of around 828. The remote town's water supply system is an ageing asset which has high water losses and very poor efficiency. We are evaluating future alternative supply options, but until we find a long term solution, there is a clear need to make the system as efficient as possible.

The community is very focused on sustainability and on limiting their environmental impact. When we were approached to assist them with becoming more sustainable, as part of a wider 'Sustainable Communities' project, we took the chance to create an innovative approach to saving water for the town, based on the 'Involve' level of the IAP2 spectrum.

We worked directly with the residents to ensure their aspirations for water saving were considered and they were included in the solutions provided, and could clearly see the outcomes as a result.

We embraced the Core Values to create a unique program, based around setting up a Community Working Group, an opt-in Water Savers group and the install of digital water meters, with regular community consultation and adjustments made after feedback. It's the first time we have taken a direct engagement and inclusive approach to sustainable water use with customers.



There were **three primary objectives** of the project:

- **understand** the Birregurra community's drinking water consumption patterns during summer and involve the community to change their behaviour to use water more sustainably.

- **encourage** collaboration and participation in the sustainable communities' program by setting up a voluntary Water Savers group to actively monitor their water usage as well as sharing action/learning opportunities to support behaviour change.

- **use technology** as an enabler to drive behaviour change, increase sustainable water use and ultimately save water through fixing leaks.

The **three main engagement outcomes** of the project were:

- **Building community capability = Real water savings achieved** – Through our proactive engagement and community taking action as a result, Barwon Water has been able to identify and repair 21 leaks so far, saving 11 million litres of water per year,

(if left undetected). A further 15 leaks have also been identified with repairs underway at the time of this submission.

Action learning leads to increased water literacy and changes in behaviour – By

understanding more about water, the sources of water, our water storages and challenges, those taking part in the Water Savers group used on average 26% less water during the summer or approximately 1,200 litres less water per household per week, than the general community. This shows that with improved knowledge and support sustainable behaviours can be achieved.

Increased community awareness and capacity leads to new innovation – Through building the capacity of the community to better understand their water use and make changes and see results, a new program of works - Living Laboratory – will go live in the winter of 2021. The program will be a series of



short “experiments” to test behaviour and consumption changes, such as challenges to take shorter showers for a period of time and measure the result to highlight how effective small interventions can be to preserve water for the future and save money by using less water.

This shows the power of combining technology, involving the community and providing assistance to change behaviours, drives real change. Utilising the Core Values and the Involve level of the IAP2 spectrum creates improved trust with the community and then not only increases satisfaction, but can open up other opportunities to support them. This style of action learning is a process that is easily replicable by other water corporations, but also many other businesses who can reinforce the right behaviours and give access to data to help drive a change.

★ 2021 IAP2 ★

REGIONAL FINALISTS & HIGHLY-COMMENDED

AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: ENVIRONMENT

CITY OF COCKBURN TOWN TEAM MOVEMENT

Our Sustainable and Climate Resilient Future

The Peoples’ Voice on Climate Action

The advent of a global pandemic in 2020 could have been a significant setback for successful community consultation, but in the Cockburn, it was an opportunity to demonstrate adaptability.

As March ended, most facilities had closed, making it necessary for community consultations to pivot from face-to-face to digital.

The City employed innovative ways to capture the voices of young and old, together building arguably one of the City’s most environmentally significant strategies to date.

increased coastal erosion, higher summer temperatures, more severe heatwaves and a longer bushfire season.

AWARD: Winner

PROJECT

“Developing the City of Cockburn’s Climate Change Strategy”

With some limitations on the City’s scope of action, our direction was a decision that needed to come from those most impacted – the wider Cockburn community.

An objective was established to deliver a ten-year **Climate Change Strategy** built from the ground up, reflecting the voice of the community. The goal was to raise awareness, enlighten and adopt a whole of community approach. Starting with a blank slate, a visioning and values conversation was initiated.

Establishing a Vision

There is already experience of the effects of climate change with

Reaching Far and Wide

Climate change impacts us all, so everyone needed a voice.





Traditionally hard to reach audiences, like children and youth, became even more so with pandemic restrictions.

Use of established networks, such as the Children’s Reference Group and Youth Advisory Collective, and targeted marketing campaigns, saw project information reach over 2,000 young people. Around 40% of all workshop participants were people under 25.

The project website received one of the highest visitation rates of all time clocking 2,000 visits, while project information reached surplus 10,000 people.

Meaningful Conversation

By weaving education opportunities into the process, participants were armed with greater insight for more effective participation.

Listening posts, an interactive online question and answer board, subject matter experts on hand, and frequently asked questions were some of the channels provided to arm effective participation.

Communication design and project branding reframed a complex topic into something tangible and simplistic – “actions for a better tomorrow”. Imagery, icons and real life examples conveyed complex scenarios more simplistically.

Innovative and Adaptive Participation

Heightening the engagement challenge was the divisive subject matter. A comfortable, democratic forum to share views was developed through tailored participation means such as,

- Drawings and discussions about school lessons
- Real time polling on mobile phones
- Breakout rooms and anonymous word-storms
- whole group discussions,

meaning participants could engage on their terms while understanding wider perspectives.

Closing the Loop

After seven workshops, two listening posts, numerous phone calls and 309 online survey forms and written submissions, the community’s vision for the City’s leadership approach on climate change action was clear.

Using this vision, the inaugural Climate Change Strategy was developed, reaffirming a leadership role in climate resilience and sustainability. Aspirations were set to become a carbon neutral City.

In keeping with the simplified engagement discourse, the Strategy incorporated a visual roadmap to easily convey planned actions for the decade ahead. Loops were closed as the outcomes were distributed via trialed and tested communication channels.



The Cockburn community has told us it would like us to be a strong leader and aim towards being a carbon neutral City. This Strategy represents that vision and how we intend to achieve this outcome. We thank our community for sharing their vision, aspirations and insights on actions we can take for a better tomorrow. As Ghandi once said, ‘You must be the change you wish to see in the world.’



—Mayor Logan K Howlett, JP

★ 2021 IAP2 ★

REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: **HEALTH**

CONTINUED FROM PAGE 17



DEPARTMENT OF HEALTH SOUTH AUSTRALIA

Overview

2020 was a year unlike no other. With the arrival of COVID19 to our shores, Australia's response was swift and strong.

At the beginning of June, as SA witnessed a spike in community transmission over the border in Victoria, the Government prepared to defend against a second wave. Of course, addressing COVID19 ultimately relies on the actions of everyone – not just government.

Everyone needed to work together to prioritise the health of others and their communities above of their own needs.

The "Multicultural COVID19 Engagement Project" recognised the importance of this collective action, focusing on building relationships between community and government at the highest levels. In this initiative, the Minister for Health, the government spokesperson for multicultural affairs and the Chief Public Health Officer all sat with cultural leaders to understand their needs and the experience of their communities.

They aimed to build understanding, trust and respect to ultimately

improve communication between government and communities as well as support communities in ways that they wanted and needed.

As the risks of an outbreak were high – the engagement process was conducted via Zoom. Over two sessions, over 40 leaders from 40 different multicultural communities came together with government online – to understand what the risks were, build relationships and understand what needed to be done to support diverse multicultural communities in preventing an outbreak.

Ultimately – the engagement project had the greatest success of all – it saved lives. The project was instrumental in enabling the early control of the Thebarton cluster (outbreak of COVID19) in August 2020 preventing a possible 'second wave' in South Australia. The information gathered and framework developed from the engagement process, enabled SA Health to stage a quick and targeted response, contacting the Afghan community, providing clear information about minimising any spread of COVID19 and ultimately restricting the cluster to only 5 cases.

Government of South Australia

democracyCo

AWARD: Winner

PROJECT

"democracyCo & SA Health: Multicultural communities stopping a pandemic in its tracks!"

CONTINUED ON PAGE 19



REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: **INDIGENEOUS (AUSTRALIA)**

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DEVELOPMENTWA; KARDA DESIGNS; GUNDI CONSULTING; YUNGA FOUNDATION; BRAVE AND CURIOUS

Executive Summary

DevelopmentWA as Western Australia’s central development agency is committed to including Aboriginal people, their voices, history and culture into the heart of decision-making to help shape the redevelopment and creation of communities across Western Australia. The Aboriginal Development Manager (ADM) program was developed in early 2020 to help achieve this objective, at a level of engagement well beyond that required by statutory processes.

The ADM approach is an emergent program that brings Aboriginal participation and engagement to the heart of land development projects. The program provides opportunities for Aboriginal Stakeholders to be engaged in land development projects at a “collaborate” level, with some components of engagement at an “empower” level.

The program was co-designed in consultation with Noongar Elders who are the Traditional Owners of the Perth Metropolitan area, and following an expression of interest process was then refined in consultation with three Noongar businesses to be implemented at three projects of state significance:

Project	ADM Consultants
Subi East Redevelopment – An inner-city redevelopment project, which is currently the largest redevelopment of its type in Australia.	Karda Designs: Barbara Bynder and Farley Garlett
Alkimos Central – a 710ha master-planned coastal development in Perth’s northern suburbs.	Gundi Consulting: Oral McGuire
Ocean Reef Marina – A new world-class marina in the north metropolitan area.	Yunga Foundation: Noel Morich and Brendan Moore

Each of the ADMs was selected for their knowledge of cultural processes and connection to the project areas. The ADM

businesses were contracted at the same level as all other consultants engaged on each project. This ensured that the ADMs formed part of each core project team, with Aboriginal knowledge and cultural heritage becoming an integral part of the project and not just a ‘business as usual’ tick-the-box exercise.

Each ADM team was asked to provide their approach for local cultural heritage to influence each project in a meaningful and appropriate way and then led the development of individual local Aboriginal engagement strategies for each project. This ensured both

the engagement strategy and ongoing engagement were led by Aboriginal people.

The program saw significant Aboriginal influence on project



AWARD: Winner

PROJECT

“Aboriginal Development Managers: bringing Aboriginal culture and knowledge into the heart of land development in Western Australia”



A bush medicine display at the Ocean Reef Marina community event

→ CONTINUED ON PAGE 20

outcomes and delivered the following key results:

- The model sees significant Elder involvement in project development.
- The ADM role is seen as working meaningfully with the Aboriginal community.
- ADMs are continuing to develop positive relationships with

project teams.

- The ADM role is building capacity for Aboriginal business.

DevelopmentWA and its partners is committed to continue refining this approach and apply it on projects across Western Australia.

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REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: INDIGENEOUS (NEW ZEALAND)

WAKA KOTAHI NZ TRANSPORT AGENCY

Project overview

Te Ara Tupua is a planned walking and cycling link between Wellington and Lower Hutt, delivered by Waka Kotahi NZ Transport Agency. The two cities are connected by rail and road, but there are poor links for walking and cycling – the only options are on the shoulder of the highway, alongside high-speed traffic.

The Ngā Ūranga ki Pito-One (Ngauranga to Petone) section is the largest, estimated to cost between \$170M and \$200M. It will require reclamation to build a 5m wide shared path on the coastline of Te Whanganui a Tara, Wellington Harbour. In 2020 the project was fast-tracked to support New Zealand's COVID-19 economic recovery.

From 2019 to late 2020, the project team was preparing to seek environmental approvals (consents) for the project. New Zealand's *Resource Management Act* and *NZ Coastal Policy Statement* set high thresholds for approving coastal projects, so it was essential to involve the community and stakeholders.

Establishing a partnership with iwi mana whenua

The most important part of this engagement was to collaborate (or partner) with iwi mana whenua (Māori iwi with customary authority

in an identified area). In the Wellington region, these iwi groups are Taranaki Whānui ki te Upoko o te Ika (Taranaki Whānui) and Ngāti Toa Rangatira (Ngāti Toa). The project area includes the harbour which is of historic, spiritual and cultural significance to both Taranaki Whānui and Ngāti Toa.



AWARD: Winner

PROJECT

“Te Ara Tupua - partnering with iwi mana whenua to connect two cities”

Waka Kotahi is committed to working with iwi mana whenua in our project areas under our Māori Strategy, Te Ara Kotahi. Our strategy goes beyond legislative requirements, with the aim of forming genuine partnerships with Treaty partners in accordance with the principles of Te Tiriti o Waitangi / the Treaty of Waitangi.

The process of engaging and partnering were designed collaboratively with iwi mana whenua.

After early conversations about how to work together, a new Treaty-partnership based model was established. A Mana Whenua Steering Group was established, embedded in the project and its governance.

This group is made up of two representatives of Waka Kotahi responsible for the project, and three representatives of Taranaki Whānui (including the Steering Group chairperson). The model provides an open door for Ngāti Toa to join and participate as well.





The Mana Whenua Steering Group designed and led an engagement process to seek input from uri (descendants or members) of Taranaki Whānui, and worked with the project team (including specialist mana whenua roles) to put mana whenua values and principles at the heart of the project – from its name and cultural narrative, to its cultural and environmental design and management principles.

Outcomes

The innovative approach to collaborating (or partnering) with iwi mana whenua led to the inclusion of cultural design throughout the project that reflects local iwi history and tells the story of Te Ara Tupua.

The Mana Whenua Steering Group led engagement with stakeholders at Honiana Te Puni Reserve. This culturally significant local reserve, on the foreshore at Pito-One, is owned by Taranaki Whānui, and is named for Honiana Te Puni, a significant ancestor for iwi and a chief who signed the Treaty of Waitangi in 1840.

The Reserve operates as a local reserve with public access and is used by local rowing and water ski groups for storage sheds and clubrooms. However, it will be affected (and partially closed)

by path construction activity in the short term, and will become the northern gateway to the new path when it is finished and opened. By working together, a shared vision was developed and agreed to accommodate these diverse needs – project construction, iwi aspirations, community use and use for rowing and skiing.

“ Mana whenua are the kaitiaki of this area, so we must ensure that whatever we build sits on top of the land in a way that really responds and recognises and respects the land. ”

—Robyn Elston,
National Manager System Design

Approval in a COVID-19 context

The strong partnership with iwi mana whenua was one of the factors that led to the project’s inclusion in the New Zealand Government’s COVID-19 Recovery (Fast-

Track Consenting) Act 2020, and subsequently its approval under the Act. The project’s consent application was lodged with letters of support attached from the iwi authorities of Taranaki Whānui and Ngāti Toa, and other stakeholders.

The consent authority, approving the project, noted that “The Panel also respectfully observes that Waka Kotahi’s consultation with Mana Whenua to investigate, understand and address cultural values and interests is an exemplar of how that should occur.” The decision lays the foundation for project delivery to begin and the work done in partnership during the design stage to be brought to life.

REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS:
INFRASTRUCTURE - CONSTRUCTION PHASE

← CONTINUED FROM PAGE 21

RAIL PROJECTS VICTORIA, CPB CONTRACTORS & DESIGN JAM

Introduction

Rail Projects Victoria, CPB Contractors and Design Jam collaborated to deliver a co-design opportunity to the community of Stratford in Victoria, to design a range of improvements to Apex Park as part of the Gippsland Line Upgrade.

The Apex Park improvements formed part of the project to build a new rail bridge over the Avon River, which is now complete.

The co-design process encompassed the design of a new BMX/pump track, nature-based playground, mural on the abutment of the new rail bridge, and landscaping. It ensured that anyone within the Stratford and surrounding community was given the opportunity to participate – with a significant emphasis placed on the involvement of local children through a tailored engagement program with the two primary schools.

The co-design process was regarded as a transcendental way of including the experiences of First Nations peoples and demonstrating their connection to country. It also provided a platform for the arts to be actively involved in a local project to showcase public artwork representing the local community identity.

The project demonstrated agility and flexibility in adapting to collaborating in a virtual environment and leveraged online technology in response to the COVID-19 pandemic, which prevented face-to-face engagement through much of 2020. Despite these unforeseen challenges, the engagement program maintained high levels of community engagement and support throughout.



The multi-pronged, ongoing and inclusive approach to stakeholder engagement facilitated deep community involvement and a sense of achievement and ownership over the outcome. Meaningful participation resulted in tangible outcomes that extended beyond just design changes to the park. It also led to the community showing strong support for the project, and resilience when faced with construction related noise and disruption. Many Stratford locals even turned out in large numbers (for a small community) to celebrate the last train over the old bridge, the first train over the new bridge and the completion of the Apex Park improvements.

Key outcomes

Inclusivity: the project incorporated the views of more than 400 people, including most importantly the children of Stratford, in the design of the new nature-based playground and BMX/pump track.

Creating community legacy: the community of Stratford was involved every step of the way in the design of the Apex Park improvements, with the design evolving in response

to community feedback. The result is that the park has become an “instant hit with Stratford families” (Gippsland Times & Maffra Spectator, 13 April 2021).

Acknowledgment: First Nations peoples were represented in both the co-design process and the finished design. Award-winning artist, Ray Thomas, whose works are inspired by the stories and designs of his Gunaikurnai people, painted a mural honouring the Brayakaulung clan and their connection to the Avon River. The mural celebrates the local history of Indigenous and non-Indigenous connections to the Avon River.

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REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

**PROJECT CATEGORY WINNERS & FINALISTS:
INFRASTRUCTURE - CONSTRUCTION PHASE**

← CONTINUED FROM PAGE 22



**WAKA KOTAHI NZ TRANSPORT AGENCY, CHRISTCHURCH CITY COUNCIL,
FULTON HOGAN, AURECON AND JACOBS**

Christchurch Northern Corridor: a new gateway with transport options for everyone

The Christchurch Northern Corridor project combines Waka Kotahi NZ Transport Agency's Northern Arterial (a new section of SH74 running from just south of the Waimakariri River to QEII Drive near Winters Rd) and two Christchurch City Council projects that link QEII Drive to Cranford Street and four-lane Cranford Street to Innes Road. The CNC is the first alliance contract of this size in the South Island. It is an alliance between Waka Kotahi, Christchurch City Council, Fulton Hogan, Aurecon and Jacobs.

The project brings many benefits to the Christchurch and Canterbury community by unlocking space to provide safe solutions for all travel modes. The CNC project includes options for cyclists, pedestrians, private vehicles and freight, and allows for improved

public transport routes and infrastructure.

Looking back at the history of this motorway it was clear the community was somewhat divided on the project. Years of dispute caused some groups still to want to fight the motorway. Balanced information and actively working with the public throughout the four years of construction was a clear requirement.

Best for project approach

The Alliance developed a high performing team with four key result areas: Strong relationships, proud legacy, responsible traffic management and safe/healthy environment. These are strong stakeholder and community objectives and from the outset the wider project team understood

AWARD:
Highly-Commended

PROJECT
"Christchurch Northern Corridor motorway project by CNC Alliance"

→ CONTINUED ON PAGE 24

and signed up for keeping the community at the heart. A stakeholder manager and a communications manager developed a comprehensive plan to identify and implement strong engagements during the project's four year timeframe. During the detailed design and construction period the alliance team ensured there was regular communication and many opportunities for meaningful engagements.

There were plenty of challenges on the way: the construction impacts, the unexpected ground conditions, the change of scope to include a third southbound lane and clip-on cycleway on an existing bridge, the political background making this a highly contested motorway and communities on either side of the river having different perspectives and many new local roading lay-outs

to get your head around.

Outcomes

The team managed to change attitudes and gain support for the new infrastructure. Engagement aligned with the inform, consult and involve impacts IAP2 Public Participation Spectrum, including the opportunity to empower local iwi, Te Rūnanga o Ngai Tahu, to narrate the pre-European history on info boards along the shared path.

We actively engaged with over a thousand stakeholders, recording 202 personal neighbourly visits and 1,383 interactions. We developed 120 project updates, 150 e-newsletters and 31 video features. Together with the engagements that resulted for one period in a 93% satisfaction score.

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

VICTORIAN HEALTH BUILDING AUTHORITY

In February 2019, the Royal Commission into Victoria's Mental Health System was established to make recommendations on how to improve Victoria's mental health system. It handed down its interim report in November 2019.

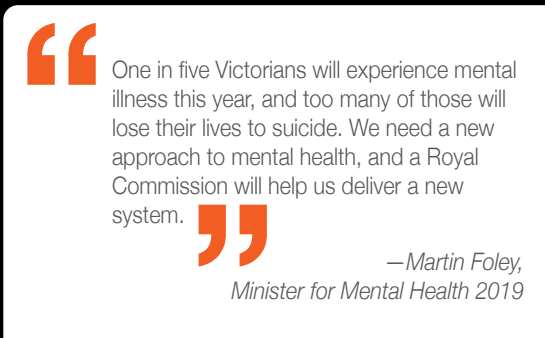
The Victorian Government recognised that too many people were failed by the mental health system and established the Royal Commission to help gain an understanding of the shortcomings in the current system and provide practical recommendations so Victorians can get the services they need.

"One in five Victorians will experience mental illness this year, and too many of those will lose their lives to suicide. We need a new approach to mental health, and a Royal Commission will help us deliver a new system."

—Martin Foley, Minister for Mental Health 2019



AWARD: Winner
PROJECT
"Codesigning the Mental Health Beds Expansion Program"



“ One in five Victorians will experience mental illness this year, and too many of those will lose their lives to suicide. We need a new approach to mental health, and a Royal Commission will help us deliver a new system. ”
—Martin Foley,
Minister for Mental Health 2019

The interim report was based on an extensive consultative process involving public hearings and over 3,200 online submissions from including people with lived experience, families and carers and the workforce. The nine recommendations in the interim report included a requirement for Targeted acute mental health service expansion that would deliver, as a priority 135 additional acute inpatient public mental health beds or equivalent beds, with the majority of these delivered by the end of 2021 and the remainder by mid-2022 to be delivered across four major health precincts in Melbourne and Geelong.

The Victorian Health Building Authority (VHBA) was tasked with leading the planning and delivery process to meet two major criteria: The design and

establishment of the additional beds should:

- be contemporary, co-designed with people with lived experience, and provide high-quality care in a hospital setting

CONTINUED FROM PAGE 24

involve public, private and community health service partnerships.

VHBA embarked on a codesign process to inform the design of four new build mental health facilities. The process featured traditional techniques including workshops with clinical staff and lived experience users but also included the use of a full scale/full specification mental health bedroom and a 1:1 floorplan projection technique hosted by the Bigplans studio in Melbourne.

These techniques allowed clinical and facilities staff and lived experience users to engage closely with the proposed designs,



interact with the project architects and provide detailed feedback to inform the final iteration of design to deliver facilities that will provide a standard of care that meets the needs of consumers, carers and their families.

The approach to codesigning the program has been underpinned by a values based approach that emphasises the participation of the ends users of the Mental Health Beds Expansion Program

in designing a product that will not only meet immediate service needs but will establish an expectation in the Victorian community that excellence in mental health facility design is best achieved by involving those who deliver or consume those services.

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REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

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

BRISBANE CITY COUNCIL

Brisbane City Council's Victoria Park Project is in the inner Brisbane health and knowledge precinct of Herston, on the northern boundary of the Brisbane city centre.

Council is growing Brisbane's lifestyle by turning Victoria Park into a world-class and iconic destination, giving residents and visitors more to see and do in a clean and green Brisbane.

In June 2019, Lord Mayor of Brisbane, Adrian Schrinner, announced the closure of the golf course. This presented a significant opportunity to create a park that truly reflected the community's vision for the space. Brisbane's biggest new 64-hectare park will have something for everybody. This means more opportunities to enjoy Brisbane's beautiful climate and connect with family and friends in the places that make our city great.



AWARD:

Highly-Commended

PROJECT

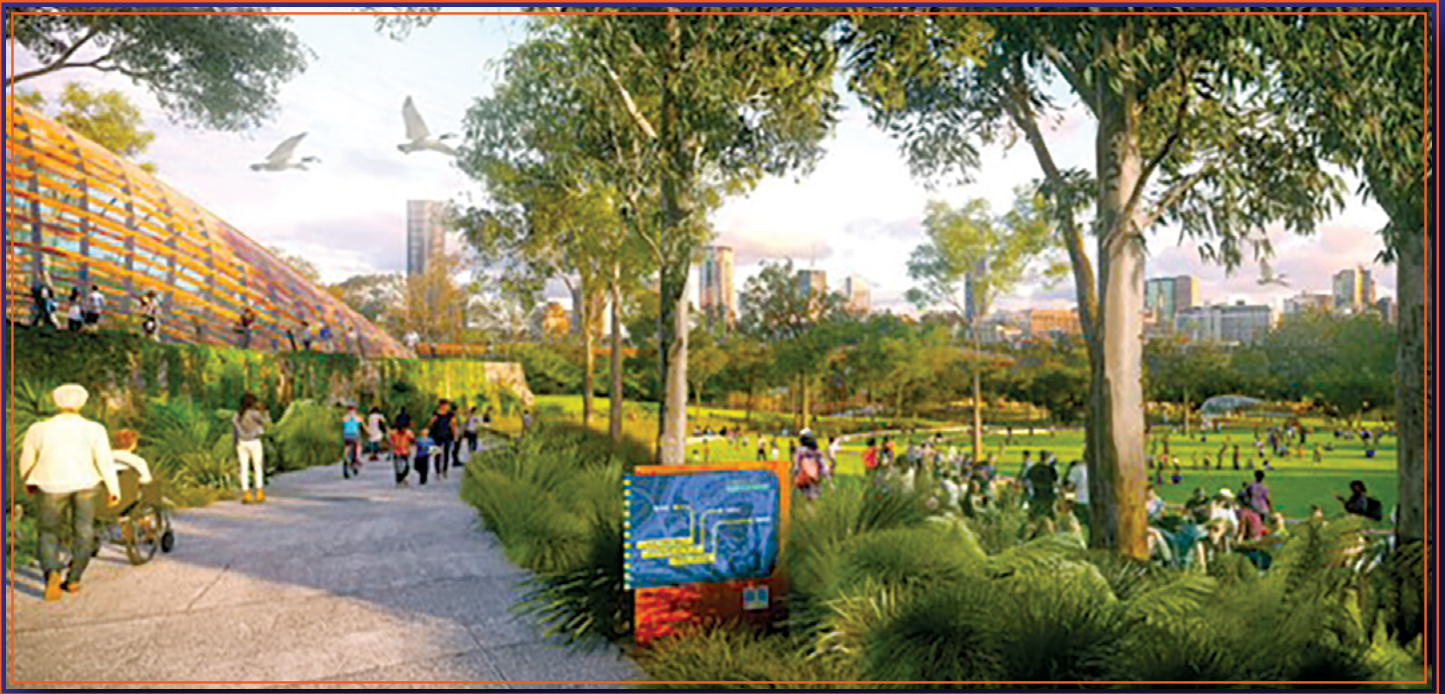
"Victoria Park Project -
Vision Engagement"

Victoria Park is four times the size of Brisbane's Roma Street Parklands, the site includes a 45-hectare, 18-hole golf course and heritage listed open green spaces bisected by the Inner City Bypass arterial road and a railway.

Victoria Park is a popular recreational area and park reserve for organised sport and informal recreation containing many sporting facilities such as cricket pitches, tennis courts, golf course, bikeway and a swimming pool. The site has a rich and layered history of Indigenous and European use, providing a unique lens through which to view the history of Brisbane's development, from Aboriginal use, early settlement, depression, wartime, post-war and through to its current use today.

Following the announcement of the closure golf course, the Victoria Park Project team embarked upon a design journey with the Brisbane community, incorporating two rounds of public

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consultation and Traditional Custodian engagement into the final Victoria Park Vision, which was released in December 2020.

The Victoria Park Vision guides the park's evolution for the next fifty years and capitalises on a once-in-a-generation chance to reshape the city around a deeper understanding of history, culture and nature. The community told us overwhelmingly that they wanted Victoria Park to be a natural retreat; an urban park for adventure, discovery and reconnection.

This is how the Victoria Park Project team innovatively used community input to shape this Victoria Park Vision.

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 previous project outcomes related to this site.

The Victoria Park Project Vision engagement was undertaken in a multi-phased approach.

This included:

- Pre-draft Vision engagement in August and September 2019 to help generate community ideas for the park.
 - The pre-draft Vision engagement incorporated a strategic plan involving an awareness campaign that included such tactics as web updates, letters from local councillors, social media updates, influencer posts, a survey, several community engagement events including a large party and local community information

sessions. In addition, there were public displays at libraries, kiosks held at markets and fairs including the Royal Queensland Show, and a large onsite event.

- To assist in generating ideas during this stage, Council asked a range of landscape designers to come up with “visionary ideas” with the intent to generate further ideas, input and submissions from the community and key stakeholders to assist in informing the draft Vision.
- Post-draft Vision engagement in from January to July 2020.
 - The post-draft Vision engagement incorporated a strategically planned engagement component. There was an awareness campaign with tactics such as web updates, letters from local councillors, social media updates, a citywide survey, a local residents survey, and several community engagements such as information sessions and workshops.
 - The intent was to generate feedback on the draft Vision through survey responses, submissions, “ideas trees” and face-to-face feedback.

Outcomes

The phased engagement program was extremely effective in its ability to ensure that broader community feedback was listened to, fed into the project and then analysed by the community as a consolidated piece.

This highly inclusive program ensured that the community was able to have their say and see how that feedback was considered along the way. Council took the community on the journey with them, resulting in excellent community feedback.

REGIONAL FINALISTS & HIGHLY-COMMENDED



AUSTRALASIA

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

CONTINUED FROM PAGE 26

WESTERN BAY OF PLENTY

Playground adventurers of Omokoroa are proud of their new fantastical playground

How Omokoroa's playground adventurers and Council came together to co-design the new Omokoroa Domain playground

The current Domain Playground in Omokoroa, New Zealand is no longer fit for purpose. As a result, Western Bay of Plenty District Council and approximately 200 students from the five local schools in the area came together to co-design a new playground that is fantastic, inclusive and better connected to the surrounding natural environment and the local tangata whenua's (Pirirakau hapū's) history and culture.

Despite a number of challenges, Council's goal was to ensure the 200 playground adventurers were at the heart of both the design and decision making processes. In a project like this, it is very easy to get consumed by the squeaky wheels e.g. Beryl who lives down the road from the playground. As Council, we realised very quickly that the students were those that were going to be directly affected by Council's decision on this new build and that we had to get them on board and involved from day one.

Also very early on in the piece, we realised that face-to-face was the tool for authentic engagement and robust communication.

This new playground will be central to the people of Omokoroa. It will be built in an area that is rapidly growing and changing, with the population increasing from 3,000 to 12,000 over the next 30 years, with more young families making their new homes in Omokoroa and with new infrastructure being built e.g. houses, roads, parks and a high school. In September 2020, Council adopted the playground adventurers' concept plan and



AWARD:
Highly-Commended

PROJECT
"Omokoroa Domain
Playground"



committed NZ \$1million to build this new playground, which is the largest funding to be allocated to playground development for Council.

Core values – foundation of the co-design

1. Students' fantastical involvement was at the heart of the design and decision making processes.
2. Students gave feedback on what equipment they wanted, we added them to the concept plan and the plan got adopted as is.
3. Council acknowledged students' voices and made the decision to adopt the concept plan, recognising their involvement and commitment to this new build.
4. We engaged with students, tangata whenua, representatives of the elderly, health and disability communities, local businesses and the wider Omokoroa community.
5. We went to all the schools and outlined an approach which the

students supported.

6. We went to all the schools and gave them all the information they required on how to be involved.

7. We communicated the decision and closed the loop in various ways with everyone involved.

Due to the co-design process, there has been a sound level of trust achieved between Council and the playground adventurers. Both Council and this community have worked hard to achieve a new playground and ultimately, Council has the social licence to

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make this happen.

Overcoming challenges to ensure quality engagement took place

Most engagements survive on the smell of an oily rag. This one was no different. Council had limited budget and resources. New Zealand's COVID-19 lock-down put a spanner in the works. The squeaky wheels do love those old dangerous dilapidated equipment (*when I was young...*) and were not shy in expressing how they felt. What about the effects of climate change on the new playground? You cannot build a new playground with sea level rise on the way – the playground will be wiped out!

In a nutshell

The new Omokoroa Domain playground, which will include the adventurers' swings, trampolines, tunnels, climbing structures

and a hamster wheel, is the result of an extensive 18-month community engagement with tangata whenua, representatives of the elderly, health and disability communities, local businesses, the wider Omokoroa community and of course those directly affected by Council's decision – the five local schools within Pirirākau hapū's rohe (area) – Omokoroa No. 1, Omokoroa Point, Pahoia, Whakamarama and Te Puna. Construction of the playground is expected to start in July 2021, with an opening event aimed towards the end of the year.

This project changed how we as Council engaged on playgrounds. The co-design template is the future of playground engagements, which is supported by many, from Mayor Garry Webber to Council's Reserves and Facilities Team. For the playground adventurers, having given clear direction, Council's job now is to, in their words, deliver on their 'fantastical' playground.

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AUSTRALASIA

PROJECT CATEGORY WINNERS & FINALISTS: **PLANNING**

LOGAN CITY COUNCIL AND ARTICULOUS

Logan Community Vision – At the Heart of Council's Decisions

The City of Logan is changing. It is experiencing its fastest rate of growth in its 40-year history, with more than \$18 billion in planned infrastructure and improvements to be delivered over the coming years. Council had also suffered significant upheaval to its elected members during the previous term when the Minister for Local Government placed Logan City Council into Administration, amid allegations of corruption. As a result, there was significant loss of community trust. Council needed to pause and listen to the people who live and work in the City of Logan to ensure their views shape the critical decisions about the City's future.



aspirations to address; tailored and targeted engagement with stakeholder groups, youth as young as five years of age, and public sessions to map potential themes and vision statement phrases; a mini-public to develop the draft vision; and finally, broadscale online engagement to gain feedback on the deliberatively panel's draft. Importantly, the vision, the draft of which was developed by a Deliberative Panel, will be the highest strategic document in the organisation, shaping all strategic and operational decisions for the next ten years.

The Logan Community Vision was an inclusive deliberative democracy engagement process that empowered the Logan community to set their vision for the future. Its development included four waves of community engagement including broad online engagement to establish the key issues, concerns and

Logan City Council, a local government located in Queensland, Australia set the following bold and ambitious engagement objectives for the project:

1. To place the values and aspiration of the Logan community at the heart of Council's decision-making, through a community vision that guides Logan City Councils' decisions, annual budget, corporate planning and operations



2. To ensure the community vision is representative of the Logan community by conducting an accessible, inclusive and representative engagement process to prepare a community vision

In conjunction with the final review, Council released their draft Corporate Plan 2021-2026 to immediately demonstrate how the community's vision was upheld in Council's decision making. One of the biggest takeaways from this engagement process was recognition that that for your community to trust in your organisation, you first need to trust in the skills, knowledge, capacity and ability of your community.



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REGIONAL FINALISTS & HIGHLY-COMMENDED



CANADA

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

UNIVERSITY OF VICTORIA

The Problem

How do we create more meaningful engagement practices at UVic that welcome greater, more inclusive participation and provide students with experiences which help them become more engaged and informed citizens?

Role of Public Participation

In order to effectively engage students on democracy, and address the perceived challenges of engagement, we decided to use a democratic engagement approach. We piloted a technique new to the university — *deliberative mini-publics*, which bring together a group of people that are representative of the community. Together, the participants engage in robust deliberation and learn about a particular topic.

Project Results

A final report that captures participants' reflections and takeaways as to what they, as youth and UVic students, can do to improve civil discourse and democratic engagement.

The report also shares feedback on UVic's first deliberative mini-public and recommendations for future topics and improvements to process.

UVIC
AWARD: Winner
PROJECT
"Students' Dialogue Democratic Engagement"

Government House plans to share the findings widely to advance efforts in support of constructive participation in democracy, while UVic is currently using feedback shared to inform a framework for future deliberative engagements on and off campus.

The interest generated from the project has led to planning of the next deliberative engagement UVic will organize, now with community partners, engaging students and community on shared challenges.

While the project just wrapped up earlier this year, we are looking forward to additional results as we share participants' input and findings with the campus and external community.

While deliberative engagement in all its many forms, is not a new concept, there are limited examples of its application in

a university setting, especially within Canada. In particular, there is very limited use of deliberative mini-publics on campuses as a tool for involving students in decision-making.

We are excited to build off the momentum of the Students' Dialogue and continue to use deliberative mini-publics on and off campus to support meaningful engagement with students



and community. To support innovation in the field, we are developing a strategy through which we can be seen as a resource on deliberative mini-publics. We hope that as we continuously explore how to regularly share our learnings, whether it be through convening discussions or sharing knowledge digitally, that we are able to contribute to and advance innovative P2 practices in the post-secondary environment.

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REGIONAL FINALISTS & HIGHLY-COMMENDED
iap2 CANADA

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

THE CITY OF CALGARY

The Problem

In response to The City of Calgary's economic situation in the summer of 2019, City Council directed administration to find cost savings within the Calgary Recreation business area (Calgary Recreation). Calgary Recreation recommended the closure of two under-performing facilities: the Beltline Aquatic and Fitness Centre and Inglewood Aquatic Centre.

The recommendation to close the facilities raised concern; members of the communities created a grassroots campaign called "Save our Pools", with an **online petition** garnering thousands of signatures, **media attention** and inspiring many individuals to write and speak to their Counselors in protest. Some community members expressed concern that their perspectives were not heard nor that they were able to influence the changes affecting their community.

In response to these concerns, Council asked the administration to take a second look at the facilities and seek greater understanding of the complex social and recreational needs of the three neighbourhoods most affected by the closures – the Beltline,



Inglewood, and Ramsay.

Role of Public Participation

To start, Administration formed a new project team with representation from Community Services, Calgary Neighbourhoods, Calgary Recreation, Customer Service & Communications, The Innovation Lab and the Engage Resource Unit business areas to take a systematic approach to the challenge. This group undertook a Design Thinking Cycle, a 'human-centered design' that uses techniques to gain a deeper understanding of the people impacted by a project or initiative and then develops solutions

tailored to those people's needs. The cycle applies innovation best practices from multiple fields to lower project risks, decrease the costs of change, foster investment and ultimately deliver better solutions. It includes seven steps (over three Phases – **Discover**, **Design** and **Deliver**) that work in a non-linear, iterative manner.

Project Results

In total, the process engaged 830+ community members from the affected areas, 8 community groups, 19 organizations, 4 elected officials and over 40 staff members from the City of Calgary. Based



on the quality and quantity of insights provided by those engaged, Administration was also able to adapt and evaluate the process throughout the project.

Three keys to the success of this project were:

- **Thinking Differently** - Administration's decision to prioritize and think differently about public engagement.
- **Humanizing the Process** - The Design Thinking Cycle was purposeful at engaging the affected public from the beginning. By

humanizing the process, Administration was able to understand their needs and values deeply. Continuously including community members through loops of engagement built relationships, trust and fostered collaboration of potential solutions.

- **Traditional Engagement + Design Research** - Administration is hoping to share the learnings from this project that traditional engagement paired with Design Research gives compelling information and insights to craft a set of recommendations for Council to meet Calgarians' social and recreational needs better.

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REGIONAL FINALISTS & HIGHLY-COMMENDED



CANADA

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

VANCOUVER COASTAL HEALTH AUTHORITY

The Problem

The geographic area covered by Vancouver Coastal Health (VCH) includes 12 municipalities and four regional districts in the Coastal Mountain communities, Vancouver, North Vancouver, West Vancouver, and Richmond. VCH recognizes that its services and facilities lie on the traditional homelands of 14 First Nations communities and there are also three Métis Chartered communities within the VCH region. However, VCH did not have a centralized or standardized approach to translating materials across the diverse communities of care and there was a need for a consistent approach.

VCH initiated a review of translation practices with the goal of supporting culturally safe care and improving access to health information. With the engagement of patients, families, the public, organizations providing services to newcomers with limited English fluency and staff experiencing language barriers, VCH sought to learn how to reduce language barriers and how to facilitate better understanding and distribution of written materials. Engagement of diverse stakeholders responded to



the engagement by identifying the greatest challenges with language barriers in accessing care and highlighting opportunities to make improvements in the short and long term.

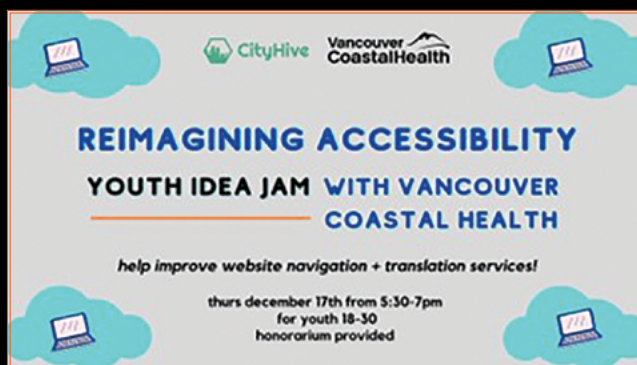
Role of Public Participation

The objective of the engagement was to INVOLVE patients/clients, members of communities with limited English fluency, as well as service providers by identifying:

- Ways to support culturally safe health care and improving patient/client access to health information through translation and interpretation.
- Language or hearing barriers that may impact access to health care.
- Ways to facilitate mutual understanding between patients/clients and health care providers for more effective care and

positive health outcomes.

The engagement consisted of a general population survey (800 responses), 1-on-1 interviews with key stakeholders, 12 focus groups, an idea jam with a local youth organization and a



community conversation with senior Punjabi-speaking women at South Vancouver Neighborhood House (SVNH).

Project Results

The key findings from the engagement will directly inform the creation of a framework, which will guide standardization of translation practices across VCH. Also, the findings have informed

the communications process and translation of information for the Phase 2 COVID-19 vaccine rollout. VCH is currently translating key information into 11 languages, regularly updating translated materials, recruiting volunteer cultural navigators speaking other languages at vaccination clinics, and closely working with settlement organizations to deliver information in languages such as Mandarin and Cantonese.

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REGIONAL FINALISTS & HIGHLY-COMMENDED


CANADA

PROJECT CATEGORY WINNERS & FINALISTS: DIVERSITY & INCLUSION

FKA & KICKSTAND: ALBERTA INTEGRATED YOUTH SERVICES INITIATIVE (AB-IYSI)

The Problem

Having the ability to properly access a full spectrum of health and social services is important to all Albertans but navigating and finding these supports in a fractured and uncoordinated system can be daunting. This is especially true for Alberta's young people, who may be unable to advocate for themselves or their needs. There are many service providers province-wide who appreciate this and who are attempting to tackle this problem, however, they are working in siloed environments. As a result, there is a lack of coordination and integration of existing services, as well as a lack of a comprehensive understanding of where service gaps exist.

The Alberta Integrated Youth Services Initiative (AB-IYSI) was a provincial initiative predicated on intentional collaboration and partnerships aiming to facilitate coordination between service providers and jurisdictions and provide greater access to integrated services. In addition to a new name and visual identity, they needed a website featuring mental health resources for youth and their families/caregivers, as well as their stories of facing their own challenges. AB-IYSI required a brand that resonated with young people and their families/caregivers to help break down service access barriers.

Role of Public Participation

The role of stakeholders in this process was to directly influence

the development of the Kickstand brand. Studies have shown that the integrated care model best services the needs of the adolescent and young adult population, but the introduction of a new health care offering needed to resonate with the audience it was intending to help.

To achieve this, the following decisions were made:

- Segment young people into different age groups (14-17 years and 18-21 years) to increase their comfort level in the engagement sessions
- Create an online survey to extend the reach of the initiative to those who were otherwise unable to commit to an online/ in person engagement session
- Create a group of families/caregivers to capture their experience and insights with the current system in place to serve their young person(s)
- Engage with service providers for their input into the branding process
- Create an advisory committee that would continue their work with the FKA team and Kickstand, validating the decisions and steps made after initial information gathering phases led to informed outcomes such as brand names, colours and website experience



Project Results

In total, the project engaged over 177 young people, caregivers, service providers in Indigenous communities. Based on the





input collected through the public engagement process, the AB-YSI project was formally branded as Kickstand. FKA prepared a “What We Heart” report that summarized the information gathered, which was then used to develop logo and naming

options with the involvement of the Brand Committee, who provided input throughout the process. This resulted in the new name and brand identity for the integrated service centres, as well as a new website.

★ 2021 IAP2 ★

REGIONAL FINALISTS & HIGHLY-COMMENDED


USA

PROJECT CATEGORY WINNERS & FINALISTS: GENERAL PROJECT

SALT LAKE CITY ENGINEERING DIVISION

The Problem

Salt Lake City’s 300 West corridor is rapidly changing from an industrial area to a booming residential and commercial area. How can public participation ensure the needs and desires of impacted stakeholders and the public be understood, incorporated, and balanced as the road is redesigned to create a safer, more

accessible, and welcoming street?

Role of Public Participation

Public participation was designed to engage vulnerable communities including homeless residents and community members with disabilities, be stakeholder specific, build and



maintain relationships through the design phase and into construction, and build trust between stakeholders and the city. Using input gathered from the participation process the project team implemented safety choices for bike lanes, sidewalks, and crosswalks preferred by the majority of project stakeholders and the public.

Public participation tools were designed to meaningfully engage specific stakeholder groups and the public. Some of the tools used include business workshops, pedestrian intercept surveys, outreach to sensitive populations including the homeless and the community with disabilities, working with Spanish media, mobility tour, virtual tour, Facebook Live, a pop-up event, and one-on-one meetings.

Project Results

The public participation efforts were transformative and effective in several ways. The most significant is that we created a process that Salt Lake City has never used before and incorporated innovative tools

to show them what can be possible with good participation.

The input gathered is directly reflected in the road's design and is shaping what is being built today. The outreach to non-traditional stakeholders such as the community with disabilities and clients of the homeless resource center has become a standard and is being incorporated into other projects now.

This project proved that engagement is worth the return on investment. One of the biggest successes of this project was working with property owners to voluntarily close over 800 feet of unneeded driveways that created conflict points for drivers, cyclists, and pedestrians. It took tremendous work with property owners to help them understand the need and benefits of closing the driveways. As a result of these conversations 24 property owners agreed to voluntarily close unnecessary

driveways on their property for the safety of the community.

300 WEST

AWARD: Winner

PROJECT

"300 West: Using Public Participation to Reimagine Road Design"





IAP2 International

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