



# 2018 Core Values Awards Showcase



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## 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**

### **IAP2's Spectrum of Public Participation**

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

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

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

**IAP2 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

### **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.**

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 2018.

## FROM the 2018 IAP2 INTERNATIONAL CHAIR

**2018**  
CORE VALUES  
AWARDS  
SHOWCASE

**O**n behalf of the International Association for Public Participation (IAP2), I am honoured to present the winners and finalists of the 2018 IAP2 Core Values Awards.

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

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

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

Special thanks are extended to the international jury members – Ms. Sarah Rivest, IAP2 Canada president; Ms. Jan Bloomfield, IAP2 Canada board secretary and IAP2 Trainer; Ms. Lerato Ratsoenyane, IAP2 Southern Africa board member; and Dr. Lydia Prado, IAP2 Core Values Award international project of the year winner in 2017 for Dahlia Campus – as well as all the members of the judging panels for the IAP2 Affiliate Awards programs. On behalf of IAP2 you have our sincere thanks for your commitment and dedication to advancing and promoting international best practice in the field of public participation.

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

Enjoy!



**Kylie Cochran**

*IAP2 International Chair 2018*

## JURY PANELS

### IAP2 International



**SARAH RIVEST, CONVENER**

Sarah is the President of IAP2 Canada and former International Board member. Sarah has worked in communications and community engagement for over 15 years and is the Marketing and Communications Coordinator at Global Excel Management in Sherbrooke, Quebec, Canada. In her role at Global Excel, Sarah leads a variety of external communications and marketing initiatives.



**JAN BLOOMFIELD**

Jan has assisted public and private sector clients in designing and coordinating stakeholder consultation and facilitating strategic and business planning and is founding member of the Canadian Trainers Collective (CTC). Jan has served on the boards of the Wild Rose Chapter, IAP2 Canada and IAP2 International Federation.



**LYDIA PRADO, Ph.D.**

Dr. Lydia Prado is the Director of Community Partnerships at the University of Denver Barton Institute for Philanthropy and Social Enterprise. She directed the development of the new Dahlia Campus for Health and Well-Being which won the IAP2 Core Values Award for Project of the Year in 2017.



**LERATO RATSOENYANE**

Lerato is a public participation practitioner with more than 10 years of experience in stakeholder engagement within the environmental consultancy and mining industries. She currently serves as a Social and Labour Plan (SLP) Practitioner for Ledjadja Coal (Pty) Ltd. Lerato is the former Chair of IAP2 Southern Africa. Lerato has served on the IAP2SA board and Executive Team since 2013.

### IAP2 Australasia



**ABBIE JEFFS**

Abbie is the Community Engagement Manager for UrbanGrowth NSW. She has been a member of IAP2 for over 15 years and has contributed to the organisation of several past conferences in NSW. Abbie has broad experience in designing and facilitating engagement activities. She currently works in a complex government environment and co-authored the 'Join In' Guide.



**MICHAEL ROBERTSON**

Michael Robertson is Principal of MR Communications Services. Michael has been a member of IAP2 Australasia since 2002 and served on the Board from 2010 to 2014. Michael has specialised skills ranging from community and stakeholder engagement to project management, facilitation and communication.



**ANN TELFORD**

As leader of the Communications and Engagement portfolio with North East Water, Ann is responsible for Engagement and Communications functions within the organisation. A major focus for Ann is strengthening relationships between North East Water and its customers through engagement on infrastructure projects, strategic issues and matters of public interest. North East Water was recognized as the IAP2 Australasia Core Values Award winner for Organisation of the Year in 2015.

**IAP2 Canada**



**JULIA BALABANOWICZ**

Julia is an expert in brave conversations and specializes in high emotion or oppositional settings and supporting business and government to engage internal and external stakeholders. She is founder and managing director of Dialogic Solutions, Ltd.



**SUSANNA HAAS LYONS, M.A.**

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.



**DAVE MESLIN**

Dave is the Creative Director of Unlock Democracy Canada, the founder of the Ranked Ballot Initiative of Toronto and co-founder of Spacing Magazine. His new book, “Teardown: Rebuilding Democracy from the Ground Up” will be published by Penguin in 2018. In his spare time, Dave enjoys playing with Legos.

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**ANITA WASIUTA**

Anita’s expertise in marketing programs, project and event management, volunteer engagement, facilitation, and public engagement all begin with developing relationships with people.



**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.

**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); before that, Cheryl served for more than 31 years as a local government manager. She holds Bachelor and Master of Public Administration degrees from Eastern Kentucky University and is a graduate of the Senior Executive Institute at the University of Virginia and the Economic Development Institute at the University of Oklahoma. She is also an ICMA credentialed manager.



**LEWIS MICHAELSON**

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

**LULU FELICIANO**

Lulu Feliciano is an Outreach Manager with the San Francisco Municipal Transportation Agency (SFMTA). In this role she oversees and manages public outreach and community engagement for SF's transportation agency. In addition, Lulu develops and maintains relationships with stakeholders, community and advocacy groups; oversees public outreach and engagement activities for successful project delivery of capital programs and construction projects and public transit improvements. IAP2 USA recognized SFMTA with the 2017 Core Values Award for Organisation of the Year.

**MARTY ROZELLE, PHD**

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

**DOUG SARNO**

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

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WINNER



**INTERNATIONAL AWARD WINNERS**

## 2018 ORGANISATION of the YEAR

### **CITY OF EDMONTON, ALBERTA, CANADA**

*What Happens when a City, its Residents  
and its Council Decide it is Time for a Change*

[https://www.edmonton.ca/programs\\_services/public-engagement.aspx](https://www.edmonton.ca/programs_services/public-engagement.aspx)

See Pages 12-13 for details.



Left to right: Donna Marshall (IAP2 Australasia Chair), Cory Segin, Director of Public Engagement and City Councillor Ben Henderson (City of Edmonton) and Mandi Davidson (IAP2 Australasia Deputy Chair)

**2018**  
CORE VALUES  
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WINNER



**iap<sup>2</sup>**  
international association  
for public participation

**INTERNATIONAL AWARD WINNERS**

2018 PROJECT  
of the YEAR

## **NZ TRANSPORT AGENCY AND AURECON NZ LTD.**

*Northern Corridor Improvements (NCI) Project  
(Design Consenting Phase)*

<https://www.nzta.govt.nz/projects/the-western-ring-route/auckland-northern-corridor/>

See Pages 16-17 for details.



Left to right: Donna Marshall (IAP2 Australasia Chair), Andrew Douglas (Aurecon NZ), Aimee Brock (NZ Transport Agency), Carol Greensmith (Aurecon NZ) and Mandi Davidson (IAP2 Australasia Deputy Chair)

**IAP2 Australasia Winner**

**Strategic Engagement Unit, Department of the Premier and Cabinet, South Australian Government**

*Better Together Program*

Commencing in 2010, the Strategic Engagement team leads whole-of-government engagement and public participation for the Government of South Australia through its *Better Together* program and *YourSAy* website.

*Better Together* builds awareness and capacity across the SA public sector in best practice engagement, through a holistic approach that includes the following:

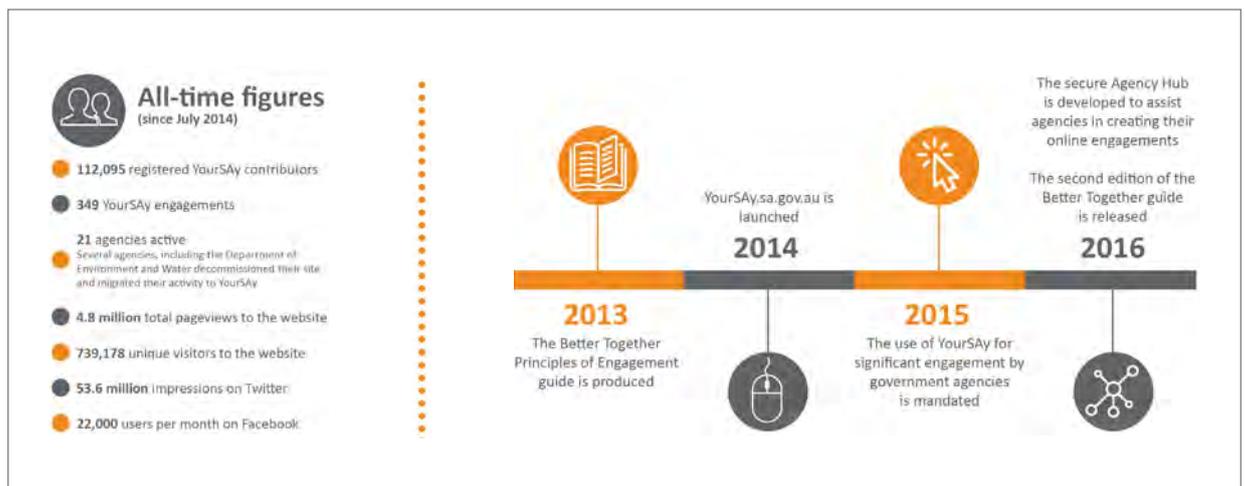
- Engagement training, Masterclasses and large scale Showcase Events
- Advice and support across all government departments
- Resources, guides and templates to support best practice engagement
- A local and international community of practice; and
- Recognition and promotion of South Australian best practice case studies.

The team's *Better Together* program and its extensive body of engagement practice is underpinned by the *Better Together Principles of Engagement* (2013).

**Better Together**

*Better Together* is bookended by *YourSAy*.sa.gov.au, the government's central engagement website that brings citizens into decision-making on policy development and service delivery. *YourSAy* was the first whole of government online engagement site in Australia and we continue to lead best practice online engagement with jurisdictions around Australia emulating our online efforts.

This program demonstrates how the Strategic Engagement team has been a leader in embedding the IAP2 Public Participation Core Values into South Australian government engagement programs and outcomes.



## IAP2 Australasia Highly Commended

### City of Casey, VIC

#### *How the City of Casey got the Whole Organisation Excited about Engagement*

Over the past two years, the City of Casey (Casey) has seen expansive growth in the awareness and status of community engagement across the organisation. The organisation has gone from apathy to excitement around engagement, which has led to a shift in the willingness for staff to plan and implement their own engagement strategies.

This movement began with the development of Casey's first ever Community Engagement Strategy, which is underpinned by the IAP2 Core Values and conveys Casey's commitment to engaging the community in genuine and meaningful ways.

Several large-scale community engagement projects gave many staff in the organisation a chance to be involved in engagement in ways that they had not before – this included the Casey Next Project and Casey People's Panel.

A group of 25 staff known as the 'Engagement Experts' was established in June 2017, who support and advise their peers on all things engagement. These staff took on this role in addition to their substantive positions and come from all over the organisation – from Urban Planning to Digital Communications.

Coordinated by the Community Engagement team, the group helped to develop the City of Casey Community Engagement Plan template and coach other staff in its use. They were also key stakeholders in the development of the City of Casey Engagement Evaluation Frameworks.

Many of the staff in the Engagement Experts group manage their own projects that have a large community engagement component. Upskilling key staff in this way has led to



impressive community engagement plans over the past year for projects including the development of the Inclusive Casey Community Framework, the development of the Integrated Transport Strategy, navigating a Planning Scheme Amendment that

affected over 20,000 households, development of the Cranbourne Town Structure Plan, the Hard Waste Service Review, the Open Space, Sport and Recreation Facilities Review, the adoption of a new Local Law and the development of a Biodiversity Strategy.

Decentralising engagement from the core Community Engagement team has empowered staff and enabled them to experience the challenges and successes of planning and implementing community engagement strategies for their own projects.

The Engagement Experts have brought energy and enthusiasm to engagement that is infectious across the organisation. There is now even a waiting list of staff who want to undertake community engagement training and join the Engagement Experts group.

In addition to this, the Councillors and Executive Management Team are champions for community engagement and keep it at the forefront of the organisation's priorities.

Most recently, the City of Casey was highlighted in the Victorian Auditor General's Report of Local Government as demonstrating best practice community engagement.

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## IAP2 Australasia Highly Commended

### Queensland Urban Utilities, QLD

#### *Let's Talk Water – Our Journey to Strategic Customer Engagement*

Queensland Urban Utilities (QUU) understands that customers and communities have high expectations when it comes to the quality and reliability of the water and sewerage services on which they depend.

QUU also recognises that the decisions it makes today have a direct impact on the communities of tomorrow and holds at the core of its values a participation commitment to give its customers and communities a key role in shaping its future.

QUU is a statutory body established in 2010 to deliver drinking water, recycled water and sewerage services to over 1.4 million customers in South East Queensland. QUU's purpose is to "enrich quality of life," and its vision is to "play a valued role in enhancing the liveability of our communities."

To achieve its purpose, QUU recognised the need for effective customer and community engagement to be embedded within organisational culture and business-as-usual practices.

Having embraced the IAP2 principles of public participation in 2015, QUU embarked on a journey to ensure that the strategic decision making that underpins its core business is informed by outcomes from customer engagement. This voluntary commitment stands out in an industry where almost all Australian utilities have waited for engagement to become a regulatory requirement for business planning and investment decisions.

QUU instead embarked on a journey of engagement without regulatory intervention, seeking to embed within its organisational culture the practice of ensuring



that community and customer insights and engagement is incorporated into strategic decision-making, emphasizing a genuine commitment to be a customer- and community-focussed organisation.

The launch of QUU's "Let's Talk Water" Program, extended its public participation commitment to a whole of organisational strategic level. The Program involved an extensive internal engagement which included its Board of Directors, Executive Leadership Team and General Managers prior to engaging its customers.

The outcome of the first phase of this program is QUU's Customer Engagement Plan, a public commitment to QUU's communities and customers that it will involve them in its decisions; to look at its business through the eyes of its customers and communities, so they are assured they have a say in shaping the future of QUU and the region's essential services.

Whilst the journey is ongoing, since embracing IAP2 core values, enshrined in QUU's Customer and Community Engagement Policy and Framework, QUU has successfully built a strong engagement platform in just three years, enhancing its ability to engage confidently and proactively with its customers and community. IAP2 core values are now the foundation of everything QUU does to "enrich quality of life" for its customers and community.

"Understanding IAP2 has inspired me to approach customer engagement differently, being more proactive and clear upfront, and being able to build stronger relationships because of it."

— Queensland Urban Utilities Manager

 **IAP2 Canada Winner**

**City of Edmonton**

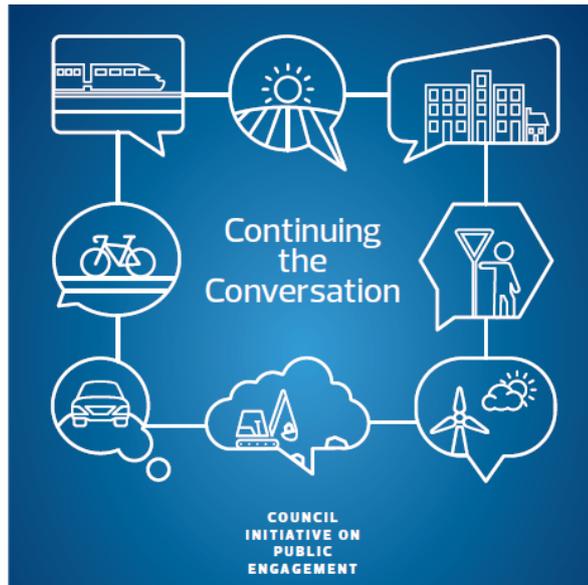
*What Happens when a City, its Residents and its Council Decide it is Time for a Change*

After the 2013 Civic Election and a 2014 City Auditor report on public involvement, the City Council and Administration identified a need to review the City of Edmonton’s approach to public participation. Many Edmontonians, stakeholders, Councillors and members of City Administration observed that the City faced several challenges and opportunities in public participation, including responding to evolving citizen expectations, supporting growth, ensuring consistent and quality processes, and capitalizing on opportunities for innovation.

Through a collaborative based process that involved City Council, Administration and Edmontonians, the Council Initiative on Public Engagement (the Initiative) has defined and set the stage for innovative and inclusive public participation practice for years to come.

The Initiative used a phased approach for “engaging on engagement” with City Council, Administration and the public. It was given a broad mandate to examine public participation practices at the City, while also implementing immediate improvements to public participation practice where possible. The initiative recognized that making lasting change to public participation must be part of a larger organizational change at the City. However, a focus on internal change must be balanced by an effort to understand, engage, and enable the city’s broader civil society. Good public participation requires increasing both the capacity of the City and the community to engage.

Most of the public participation challenges centered around internal leadership, who were involved in the Initiative, pushing the City norm on public participation and sticking their neck out to challenge how decisions are made at the City. Traditionally, decisions were made hierarchically with little meaningful public participation involved in decision making. The Initiative



was bumping up against that tradition which is often a challenge. Though the work was heavily supported by Council, there was resistance internally for the need of public participation or the Initiative as a whole. Having community contribute to big policy decisions was scary for an organisation that was often used to making those decisions for themselves.

Another challenge was a general lack of trust by residents in City public participation initiatives. Residents told Council candidates during the 2013 Civic Election that they did not trust that the City used any of the input they provided and that the City did what it wanted to do anyway. Residents felt that public participation at the City was just checking a box and not sincere or meaningful.

Due to the lack of trust residents had in public participation, the Initiative was given the direction by the Council co-leads to “begin at the beginning” and engage with Edmontonians, City staff and community leaders to develop

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## 2018

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a common understanding of public participation and start to build consensus on what the Initiative and public participation at the City needed to focus its efforts on. Doing “public participation on public participation” was a key part of gaining trust from residents on the process as well as the outcomes of the Initiative. To ensure the outcome of the Initiative worked for all (residents, City staff, stakeholders, Council ext.), all needed to be involved.

### Impact of P2 on Decisions

The public participation activities directly impacted decisions about the initiative’s direction and final outcomes. Collaboration between Administration, City Council and community was a focus and theme throughout the entire Initiative. That theme continues to impact the way the City practices public participation today. Other outcomes and impacts on decision-making include the following:

- A Public Engagement Policy that provides direction on engagement at the City and links public engagement to decision making
- A new Public engagement spectrum that removed Inform and included communication to underneath all the roles the public can play when participating
- Public Engagement Framework
- New Public Engagement Practice and Implementation Roadmap
- Creation of a Public Engagement Section at the City with 16 Public Engagement Advisors, a six-member Corporate Research Unit and a four-member Methods and Practices Unit
- Outcomes of the working groups
  - » Training program for all City staff
  - » Approach for City staff on evaluation and recognition
  - » New public engagement planning tool – a catalogue of techniques and practices and new Communications Guidebook
  - » An internal community leadership database and mapping tool
  - » A Guiding Coalition that will monitor the City’s progress in executing the Implementation Road Map for public engagement
  - » A Communications Guidebook
- Standardised Public Engagement Language Guidelines for the City
- A Public Engagement section added to each Council Report

## IAP2 Canada Honourable Mention

### Calgary Board of Education

#### *Dialogue Journey: A Path to More Collaborative Decision Making*

Fourteen thousand employees. One hundred twenty thousand students and their families. Hundreds of thousands of Calgarians. The decisions made by the Calgary Board of Education (CBE) matter to many. How these decisions are made matters even more.

The CBE is the largest school board in Western Canada. As a public school board with 245 schools, the CBE has a large and diverse group of stakeholders including staff, students, parents, government and the public at large. For the CBE to succeed in helping students realize their full potential, strong community and stakeholder relationships are critical.



In 2015, superintendents and elected trustees recognized an opportunity to do a better job of involving people in decisions that affect them. People wanted consistency in our community engagement practices so they could know what to expect, and stakeholders wanted a greater voice.

The importance of a consistent system-wide approach was recognized and strongly supported, as it would provide an excellent opportunity to strengthen relationships, improve communications and have a positive impact on the CBE’s reputation. In fact, development of a framework was seen to be so important that it became a key priority in the CBE’s *2015-18 Three-Year Education Plan*.

In late August 2015, while this initial groundwork was being laid, the CBE began to hear

“The Board commends the Chief for the development of a community engagement framework that seeks the advice, viewpoints, comments and opinions from the public with clear expectations for how we input these views.”

#### — CBE Commendation

from angry parents speaking out against a decision to reduce transportation service levels. The decision was made without adequate community engagement. That fall, the Board of Trustees reversed the transportation changes and directed the chief superintendent to provide regular updates on progress towards creating and implementing a public engagement framework.

Inspired by stakeholder voice and equipped with research, data and best practice, the CBE collaborated with Delaney + Associates to develop the Dialogue Framework, launched in June 2016. Trustees and superintendents were keenly involved in the process, playing a key role in shaping the five guiding principles, based on IAP2 core values, that would apply to community engagement work into the future. With this, we publicly solidified our commitment and approach to community engagement.

The April 11, 2017, CBE meeting minutes note that “the dialogue framework has created a cultural transformation within the CBE and the broader community of Calgary facilitating conversations between stakeholders.”

Building capacity, learning and evolving, walking the talk – all with the best interests of students at heart. This is our Dialogue journey, and it continues each and every day.

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IAP2 Canada Honourable Mention

**RM St. Clements**

*Small Municipality Big P2*

The RM of St. Clements has a largely rural population of about 11,000 permanent and 4,000 seasonal residents in the capital region of Manitoba. The municipality is growing and this, coupled with improving technology and increasing sophistication, has created a demand from residents to be consulted early and often about impactful public projects.

Bringing P2 into the culture of the RM of St. Clements was somewhat of a leap; like many municipalities of its size and make-up, decisions were traditionally made with little public input – mostly the few louder voices in the community – and spotty, inconsistent communication as there just weren't resources for this.

This, combined with the fact that the traditional government practice of little or insincere public consultation can create angry, distrustful residents and a destabilized Council, caused the RM of St Clements Council to commit to P2 practices in the 2015-2018 Strategic Plan and embed them in all aspects of governance.

Public concerns are addressed, and strong mandates have been secured on a variety of projects including curbside waste and recycling pickup, wastewater treatment options, zebra mussel boat inspection service levy, recreation, and housing developments.

P2 techniques used include online and hard-copy surveys distributed via email, social media and the RM website; open houses and



**Gull Lake Boat Launch & Inspection Station UPDATE**

**Special service charge to go ahead**  
Council approves plan and gives by-law first reading

**Next steps**

- By-law sent to Municipal Board for approval
- The Municipal Board will review the by-law, consider any public objections and make a decision
- The decision may be to approve, refuse or require amendments to the by-law or to hold a public hearing
- Those who registered their objections with the RM either in person, by phone or by email, will be sent notice by mail that Council is creating this by-law and that they have the right to file a notice of objection with the Municipal Board

**What has changed from the original plan?**

<p><b>Our original plan</b> The annual charge per parcel of land would be \$100.</p> <p><b>What we heard you say</b> The charge per parcel should be less than this and the RM should contribute some money toward this project.</p> <p><b>Result</b> The annual charge per parcel of land will be \$75 and the RM will grant the remaining 25% of the special service costs.</p>	<p><b>Our original plan</b> Residents of occupied properties would pay 100% of the costs.</p> <p><b>What we heard you say</b> A user pay system should be adopted because: • Not all area residents use the boat launch • Many who do use it are not from the area</p> <p><b>Result</b> The RM will pay 25% of the costs and residents will pay 75%. User pay is not possible because the boat launch is in the RM of Altondale.</p>	<p><b>Our original plan</b> Any surplus funds collected through the special service charge would be given to the Gull Lake Basin Management Board for equipment maintenance.</p> <p><b>What we heard you say</b> If there are surplus funds from the special charge, the money should be returned to the taxpayer.</p> <p><b>Result</b> We will return any surplus money raised by the service charge to taxpayers.</p>	<p><b>Our original plan</b> 208 occupied properties were going to pay the service charge.</p> <p><b>What we heard you say</b> Properties on the south side of Stead Road that are included in the service plan do not benefit from Gull Lake or use the lake so they should not have to pay the service charge.</p> <p><b>Result</b> 15 properties from the south side of Stead Road have been removed and will not have to pay the special service charge.</p>
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See more FAQs on our website at [rmofstclements.com/gulllake](http://rmofstclements.com/gulllake)

November 2017

presentations; public hearings; online FAQ forums; one-on-one meetings, online submission forms.

The RM makes better decisions that reflect the interests and concerns of those affected. Public trust and confidence in government has grown.

“Taking the approach of having no surprises for residents by communicating early and often gives many opportunities for public input.”

— Mayor Debbie Fielbelkorn, RM of St. Clements

## IAP2 Regions Winners and Finalists

# 2018 PROJECTS of the YEAR

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### IAP2 Australasia Winner (Planning)

#### **NZ Transport Agency and Aurecon NZ Ltd.**

#### *Northern Corridor Improvements (NCI) Project (Design Consenting Phase)*

The decision to genuinely empower, collaborate and involve mana whenua, key stakeholders and the community was seen as critical during the design and consenting phase of the \$NZ700 million Northern Corridor Improvements project, due to its highly complex impact on a massive population base.

This nationally significant transport project in Auckland, New Zealand is truly transformative, with investment planned in the full range of travel choices across all modes – vehicles, buses, cyclists and pedestrians. Success would therefore rely on the community supporting and taking up these options. It would also have a significant impact on a huge number of community facilities, reserves, special environmental areas and private properties, due to the heavily urbanised and tightly constrained corridor in which it had to be built.

The NZ Transport Agency and Aurecon NZ team responded to these opportunities and risks by committing to putting public interests “at the heart of all decision-making”, and formalised an engagement strategy and public participation process across all workstreams to help shape the design. This meant all managers were responsible for genuinely consulting with their stakeholders and the community, rather than it only being the role of the Community Engagement team.



The aim was to co-create a sustainable design that would best meet the community’s needs and achieve great environmental outcomes. All planning documents submitted to the project’s national Board of Inquiry (BOI) consent process had to demonstrate public participation outcomes had been considered in their Multi-Criteria Assessment (MCA) tools. Key stakeholder and community challenges were identified upfront, and discipline, extra resource and working groups were put in place to work through them. A rigorous process proposed levels on the IAP2 spectrum for all affected parties, brainstormed ways to engage with them, and asked the participants the best way they’d like to be involved. The goal was to agree on resolutions ahead of the consent application, rather than leaving items to be raised in a submission during the official public notification period.

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“... overall the Transport Agency deserves credit for the way in which its consultation programme was designed and implemented. It has gone to considerable effort to engage with the public of Auckland generally and the key stakeholders in particular to inform them of what is proposed.”

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Success was to be measured by the ability to point to evidence of mana whenua, stakeholder and public participation influencing or changing decision making; and satisfaction with the proposed design. By the time of the consent application, the project team was able to proudly say they'd achieved both. Despite its size and the huge population base, there was an incredibly low number of submissions – only 33 in total. Comparable projects in New Zealand normally receive hundreds of submissions. And of those received, approximately 70 percent of all submissions were in support or partially in support. Only two submitters raised issues relating to the public consultation process.

Notably, key stakeholders including local government, road user groups, public transport and cycling groups were all in support. Unanimous support was also received from mana whenua. In the final BOI decision report

in late 2017, the independent commissioners who oversaw the process noted:

*“...overall the Transport Agency deserves credit for the way in which its consultation programme was designed and implemented. It has gone to considerable effort to engage with the public of Auckland generally and the key stakeholders in particular to inform them of what is proposed. There have been a great many opportunities offered to those potentially affected by the Project to engage with the Transport Agency to discuss matters of concern and, in some cases, to negotiate alterations to the Project. This can be seen particularly with reference to the fact that agreement has been reached with organisations such as Waste Management, Auckland Transport, Bike Auckland, Watercare, Vector, Transpower and Harbour Hockey Charitable Trust, and that the matters which were of concern to the Council are now reduced to one only.”*


**IAP2 Canada Winner (Extending the Practice)**
**Department of Justice Canada**
*Transforming Canada's Criminal Justice System  
– A National Dialogue on Change*

*How would you change our criminal justice system to better serve Canadians?*

Canada's criminal justice system is facing serious problems that are making some stakeholders raise concerns about its fairness and effectiveness. For example:

- Indigenous people represent 3 percent of Canada's population, but 26 percent of people in federal jails. This rate of incarceration is 9 times higher than for the general Canadian population. Indigenous youth make up 39 percent of people in provincial or territorial jails.
- Sixty percent of Canada's prison population are people waiting for a decision in their case – they have not yet been found guilty

or innocent. That's more people in jail awaiting verdicts than actual convicted criminals.

- Young people aged 15-24 have the highest rate of sexual assault in Canada. Only 5 percent of sexual assaults are ever reported to the police. Of those that are, and proceed to trial, less than half (43 percent) of sexual assault cases end with a “guilty” verdict.

In response to these challenges, the Honourable Jody Wilson-Raybould (Minister of Justice and Attorney General of Canada) launched a ground-up review of the criminal justice system. The goal of the review was to consider ways to “transform” the system into one that

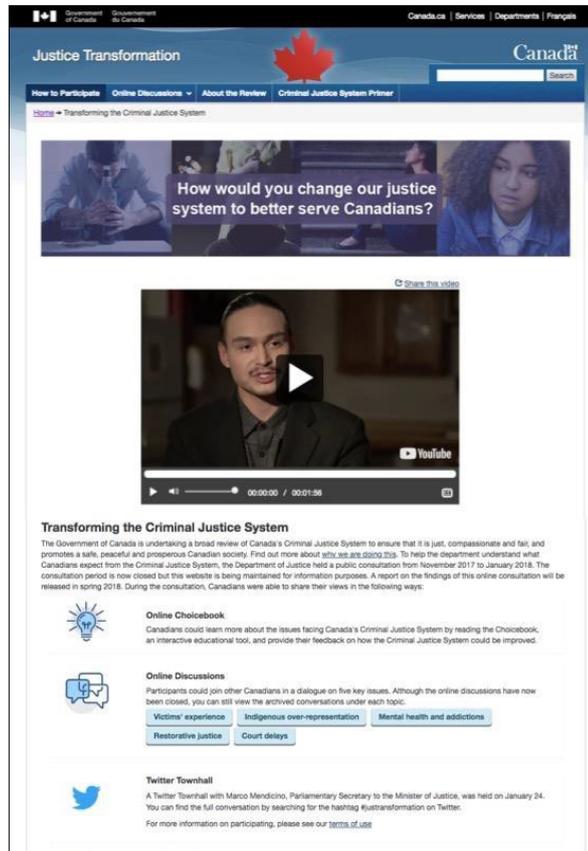
would better serve Canadians and create the kind of system they want.

The Minister and Department of Justice believed that the only way to transform the system and to address some underlying problems, was to allow Canadians to participate in a values and evidence-based conversation about what a changed criminal justice system should look like – its basic principles, how it treats victims and their families, how court cases are managed, and how the system could better serve vulnerable populations like Indigenous Peoples and those with mental health and addictions challenges.

An innovative engagement approach was designed to foster a national conversation on transforming the criminal justice system. Using online, face-to-face and social media channels, thousands of Canadians from across the country were engaged, from family members of the victims of crime to academics and researchers, frontline staff from community-based agencies, individuals convicted of criminal justice offences, Indigenous peoples living on and off-reserve, and interested Canadians.

### Uniqueness of the Project

- This was the first large-scale, national dialogue on changes to any part of Canada’s justice system.
- Five video mini-documentaries were created to bring each discussion topic to life by showing the human impact of criminal justice system challenges. Each was 4-5 minutes, professionally-produced and extremely powerful. These made the engagement unique as a tool to develop empathy and understanding before participation.
- The deliberative Choicebook® was a 25-30 minute experience where participants learned about challenges through facts, fictional scenarios and other learning techniques before being asked to consider what changes they would recommend. This innovative engagement tool helped get beyond “top of mind” views to true deliberation.
- In government digital engagements, especially those on controversial issues,



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participant comments are typically queued for moderator approval before being posted live. It was felt that this hindered open dialogue. Instead, all comments appeared live immediately. An AI system that removed and quarantined posts if they contained one or more inappropriate terms was used. Moderators also received a copy of all participant comments on their mobile devices and could manually remove any posts that did not contain these terms but still violated the terms of use. The result was a respectful, open and real-time dialogue between participants across Canada.

- The dialogue used Reddit to foster dialogue between Canadians – a platform especially popular with youth, one of the key audiences to engaged in the dialogue. This was one of the first times the Government of Canada has used Reddit for public engagement.
- Social media login was used to remove typical registration barriers that can deter participants from engaging in online

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dialogue (where registration is required). A secure Facebook and Google+ login was created, making it easy for participants to jump right into the online conversation while also meeting all privacy standards.

- The use of social media advertising was demonstrated the value of investing in proac-

tive outreach to find and engage participants where they are: on social media.

- Finally, the in-person engagement of vulnerable groups through local partnerships and face-to-face dialogues was a unique and innovative complement to online P2.

**IAP2 USA Winner (General Project)**

**Williams Foundation**

*Eastern Pennsylvania 10-County Pipeline Mitigation Initiative*

Constructing a major natural gas pipeline through miles of pastoral countryside with the support and guidance of people who live, play and work on the same land is a monumental task.

Safeguarding hundreds of family farms, miles of precious rivers and streams, pristine forests and protected wildlife habitat was central to the initiative while also developing a constructible route. The challenge would be to seek out and authentically engage thousands of stakeholders in dozens of communities across a proposed pipeline route that spanned 10 counties in the State of Pennsylvania.

Williams is a company that prides itself on developing long and trusting relationships with its stakeholders, and its record is second to none. But at this time in our nation's history, given the number of high-profile pipeline protests in other parts of the country with unfortunate outcomes, earning the trust of new stakeholders in Eastern Pennsylvania would be an enormous challenge. The next step would be successfully engaging stakeholders in the difficult task of agenda setting, problem solving and decision making while also adhering to the companies own core values and needs.

Working with those stakeholders most affected by the project, the problem



statement emerging from wide-ranging discussions became, how do we balance access to a clean and efficient energy supply with minimal adverse impact to private property and cherished public lands?

With the assistance of Outreach Experts, a public engagement consulting firm and IAP2 USA member, along with a number of other public affairs experts, Williams initiated and led a comprehensive public engagement plan for communities located along the 10-county pipeline corridor. The role of the public participation would be to succeed in four clearly defined areas of practice: information sharing, collecting and compiling input, convening

“We designed the Williams Environmental Stewardship Program with the intent for it to be an exemplary model that recognizes the importance of working in a collaborative way to go above and beyond legally required mitigation to invest in high value community projects.”

— **Will Allen, Vice President of Sustainable Programs, The Conservation Fund**

stakeholders, and evaluation actions.

This project was uniquely challenging given a series of controversial and broadly publicized projects like the Dakota Pipeline at Standing Rock. While not a Williams project, the Dakota Pipeline was front and center in the minds of Americans (and media outlets) across the country. Eastern Pennsylvania was no exception. If ever a group of energy professionals were required to go above and beyond to demonstrate their commitment to authentic stakeholder engagement, this was the team, and these were the stakeholders, that needed to succeed.

Using surveys, feedback forms, and face-to-face meetings with the Williams team, Stakeholders recognized that collaborative problem solving with others produced results that exceeded expectations, as evidenced by,

- Over 50% of the proposed route was changed in response to stakeholder recommendations
- Over 350 satisfied requests for modifications to the installation plan
- Approximately 30 miles of stakeholder-driven changes to the originally proposed route



- The strategic and coordinated allocation of \$2.5 million in conservation interventions designed by 17 local nonprofit advocacy groups
- Numerous sensitive riparian and aquatic habitat improvement projects totaling 10 miles of focused and very intensive river ecosystem enhancement
- 30 acres of streamside habitat preservation
- The diversion of 925 tons of livestock waste from river systems (an ongoing annual program to ensure river health)
- The construction of 8 miles of eco-friendly public access hiking trails, bordering hard to access areas adjacent to private property expected to be used by 200,000 people

IAP2 Regions Winners and Finalists  
2018 RESEARCH AWARD IAP2 Australasia Winner**MosaicLab and Deliberative Designs, VIC***Critical Thinking: Enhancing Participation Capacity*

*How can we enhance the ability of randomly selected citizens in mini-publics (such as citizens' juries) to understand and evaluate expert evidence?*



In 2016, MosaicLab and Dr. Lyn Carson (of Deliberative Designs and the newDemocracy Foundation) partnered in a study that considered this question. The research sought to understand what happens when participants have an opportunity to build and use critical thinking skills during a deliberative engagement process such as a citizens' jury or people's panel.

The study's strength was in its "action learning" approach. Critical thinking activities developed in a university context were applied to participants in MosaicLab-facilitated deliberative processes. Learnings were identified and applied in real time – Dr. Carson observed each session, and activities were reviewed, modified and improved at each step in the process.

In 2017, Dr. Carson prepared a Research and Development Note that overviews the study and the exercises that were trialed in three deliberative engagement processes (Hobsons

Bay 2030, the Nuclear Citizens Jury in South Australia, and the Geelong Citizens' Jury 2016-2017). Critical thinking skills were shown to be particularly useful when used with participants' conversations with external speakers (or "experts"). The exercises enhanced their ability to prepare and ask questions that extracted clear and accurate information, or exposed flaws in reasoning. In addition, these skills helped citizens to interrogate other information inputs in a more structured way. This allowed them to reason about not just what they know or hear but to get "underneath" opinion and establish facts.

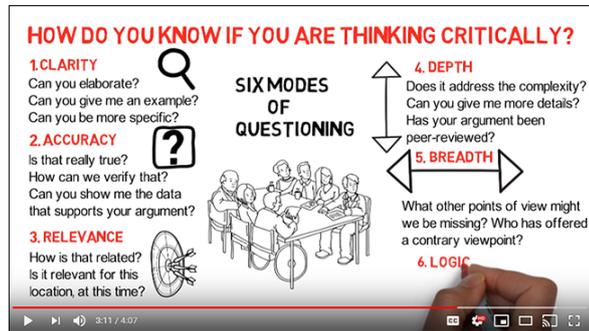
It is well accepted that there is a general distrust between the people who make decisions and everyday citizens. An additional impact of critical thinking work is enhanced trust on several fronts. Firstly, decision makers can be reassured when participants demonstrate critical thinking skills, as they are more likely to view the group as capable of understanding the issue and weighing up trade-offs and options. Additionally, empowering participants to critically assess information increases transparency and accountability of a process – because it is less likely to be unduly influenced by interested parties.

It also became evident that critical thinking activities can enhance trust between participants themselves. This had a positive impact on each group's ability to come to agreement and provide a robust, quality output that was representative of the majority view and the broader community. Ultimately, through this work, MosaicLab and Dr. Carson are seeking to give a stronger voice to everyday

people when it comes to decision making, particularly when they interact with others in positions of power or control. The exercises trialled during the study were specifically designed to enhance the ability of everyday people affected by or interested in a decision to be involved in and impact that decision.

During this research we learnt that there are ways to tweak these processes to ensure that a group's use of critical thinking skills is enhanced and provides maximum benefit to participants and the wider experience. The exercises and resources that have been produced via this project – including reports, guides, activity kits and a short film – are available for others to use.

We believe that critical thinking is an essential



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skill and that every citizen needs a way to test claimed expertise, so critical thinking is relevant to life, not just to a deliberative process. We hope that this work will help to enhance not only individual and group capacity in deliberative settings, but citizens' ongoing participation in civic life.

## IAP2 Australia Highly Commended

### Australian National University Crawford School of Public Policy and The Engagement People NSW, ACT

#### *The Next Generation Engagement Project*

The global infrastructure sector is booming with \$100 billion in projects set for delivery over the next decade in Australia alone – double that delivered in any previous infrastructure boom. As the pace and scale of delivery increases, so does the pressure on communities and resulting tension.

This tension has contributed to the moth-balling, cancellation or delay of more than \$20 billion in Australian projects over the past decade – impacting investor confidence, costing jobs and impacting the mental and physical wellbeing of project staff and community members.

Despite the obvious tangible and intangible costs associated with these complex challenges, little evidence exists to determine whether more effective community engagement and public participation could improve community and project outcomes.

The Next Generation Engagement Project aims to address this knowledge gap by developing a robust, industry-led, shared evidence base to inform the future of community engagement for infrastructure project selection, planning and delivery.

In 2017, the Next Generation Engagement Team started work on this ambitious goal by successfully collaborating with Australia's infrastructure sector to identify the key knowledge gaps, opportunities and challenges surrounding community engagement, social risk management and social licence in infrastructure delivery. In doing so, the study mapped out a globally unique research program with the potential to transform the way infrastructure is delivered.

The way in which the research was carried out mirrors the team's personal commitments

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## 2018 CORE VALUES AWARDS SHOWCASE

### FIVE PRIORITY RESEARCH THEMES

Our pilot phase findings identified five priority research themes – each tied to the following vision for the next generation of community engagement.



1. Value: Community engagement becomes better understood and more valued by project proponents and policymakers, including its potential to contribute to community resilience and to realise broader project and community benefits.



2. Measurement: Better measures and understanding of socio-cultural risks are generated and employed alongside traditional risk measures, supporting sound investment decisions and more accurate contingency pricing.



3. Timing and approaches: Community engagement approaches and timing align with project types and risks. Engagement commences from problem definition and informs business case and concept development.



4. Professionalisation: Community engagement becomes a better recognised profession, supported by tertiary and other qualifications and a rigorous evidence base to support decision making.



5. Regulation and policy: Regulation and policy to support best practice community engagement is efficient and facilitates the acceptance of community engagement into project selection, planning and delivery, to a similar degree as safety.

to public participation and innovative research design to tackle our most difficult, shared social challenges. Using a unique research co-design method developed by team members Dr Kate Neely and Colette Einfield, the Next Generation Engagement Project worked with 82 organisations and more than 200 industry leaders (co-researchers) to develop and repeatedly refine a priority research agenda for community engagement in Australia's infrastructure sector – the ultimate goal of the pilot.

Participants represented every discipline involved in infrastructure delivery, and every step in the infrastructure value chain from funding to operation. The methodology involved the execution of an industry wide survey, the development of a resulting Situation Analysis, and iterative testing of this analysis through a national series of practitioner co-design workshops.

Co-researchers were involved from the earliest stages of research design, empowering them to determine research priorities and define research questions. The research priorities

summary developed through the co-design workshops was extensively tested through consultation. We found that, despite the many gains made by community engagement in terms of acceptance of engagement as a vital component of project delivery, formalisation of engagement roles, and growth in the number of individuals dedicated to the practice, community engagement continues to lack the recognition and influence of other project disciplines. Better understanding of community engagement's value and integration into the project lifecycle will require a holistic approach to tackling community engagement challenges and optimising benefits.

The final Research Priorities Report, released publicly in December 2017, identifies the issues vital to addressing the gap between best community engagement principles and on-ground practice and sets out five priority research themes.

Having met the objectives of the pilot phase, the Next Generation Engagement project now aims to establish an international research centre to address industry-identified priorities.

## Project Category Winners and Finalists IAP2 AUSTRALASIA



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### PLANNING Winner

#### **Greater Sydney Commission, NSW**

*Shaping the Future with the People of Greater Sydney. Preparing a Metropolis of Three Cities – The Greater Sydney Region Plan and Five District Plans*

Over the next 40 years Greater Sydney will grow to be a city of 8 million people, with almost half that population living west of Parramatta – this will bring great opportunities and challenges. In 2016, the Greater Sydney Commission was established to shape a vision for the city and to lead coordinated planning across government, to deliver a more productive, liveable and sustainable city for everyone. An important part of that planning was having robust conversations with Greater Sydneysiders about their aspirations and ideas for the future of the city.

Over two years, the Commission conducted a widespread and in-depth engagement program that ensured the people of Greater Sydney had a voice in developing the plans for their city. The engagement program was designed and delivered collaboratively with Transport for NSW (TfNSW) and Infrastructure NSW (INSW), which means that for the first time, Greater Sydney now has land use, transport and infrastructure plans that have been developed concurrently.

The process began in January 2016 and was underpinned by comprehensive engagement strategies for each major phase of the project. The Commission developed an engagement framework to guide the public participation

## Greater Sydney Commission

process and provide transparency about how the process would be delivered and evaluated. It ensured all stakeholders potentially affected by or interested in the Commission's Plans, had the opportunity to be involved. The process was based on the principles of being respectful, collaborative, accessible, transparent, inclusive and evaluated.

A critical part of the Commission's engagement process was collaborating and engaging with people from a wide range of backgrounds and different perspectives. This included community groups, business and industry, state government, councils, social and environmental peak bodies and the people of Greater Sydney. The Commission sought out the views of youth, people from Culturally and Linguistically Diverse backgrounds (CALD), Aboriginal people and people with a disability.

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Over a two-year period, the Commission directly engaged with over 25,000 Greater Sydneysiders to hear their issues, needs and priorities for the city. This involved community challenges and workshops, focus groups and deliberative forums, randomised representative surveys, roundtable discussions and many other engagement events.

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Over a two-year period, the Commission directly engaged with over 25,000 Greater Sydneysiders to hear their issues, needs and priorities for the city. This involved community challenges and workshops, focus groups and deliberative forums, randomised representative surveys, roundtable discussions and many other engagement events. The engagement program included two formal public exhibition periods and achieved over 3,000 public submissions.

A key aspect of the program was to “close the loop” with stakeholders by listening to what people had to say and showing them

how their feedback made a difference. The Commission used a range of measures throughout the life of the program to evaluate engagement techniques and refine and improve the engagement process. The public participation process achieved high levels of participant satisfaction as evidenced by completed feedback forms, phone interview results and public submissions.

This work has resulted in *A Metropolis of Three Cities – Greater Sydney Region Plan*, and five District Plans that have the people of Greater Sydney at their hearts.

## PLANNING Highly Commended

### Barwon Water and MosaicLab, VIC

#### *Your Say on What You Pay – Setting Prices and Services for Barwon Water Customers*

Barwon Water is Victoria’s largest regional urban water corporation and provides high-quality water, recycled water and sewerage services. With more than 298,000 customers from communities in Little River and the Bellarine Peninsula in the east, to Colac in the west, and from Meredith and Cressy in the north, to Apollo Bay on Victoria’s southwest coast, the service area is about 8,100 square kilometres.

Every five years, Barwon Water develops and lodges a “Price Submission” to the Essential Service Commission (ESC) which outlines the prices customers will pay, capital and operational spending, the service standards provided to customers, and how Barwon Water will meet its obligations.

For Barwon Water’s 2018 Price Submission, the corporation worked in partnership with MosaicLab to develop the question and design the engagement approach to ask customers – what do you value most about your water and sewerage services and what do you expect in the future?

We embraced the IAP2 Spectrum and Core



Values for making decisions and developed a three phased engagement strategy called “Your Say on What You Pay” to capture:

- Customer’s interests
- Test willingness to pay proposals; and
- Continually check in with customers to seek feedback prior to modifying proposals.

From June 2016 through to August 2017, Barwon Water spent more than 10,000 hours planning, listening and responding to what our customers’ value and expectations for the future.

Through the process, we listened to opinions, generated ideas, debated alternatives and analysed proposals through the following actions:

- Exploring top-of-mind issues with customers and using the information gained to understand the key themes of interest to our customer and how they would like to be engaged on these issues
- Completing extensive qualitative and quantitative research with more than 1,100 customers, supplemented by a communications and engagement campaign that included community pop-up kiosks, an online engagement platform, workshops with land developers, major customers, social service organisations, Traditional Owners and local government
- Applying the principles of deliberative democracy and forming a randomly demographically selected group of 27 customers (our Community Panel) to establish outcomes they wanted Barwon Water to deliver and their preference about service levels (in partnership with MosaicLab)
- Testing our proposed outcomes, actions and prices with more than 1,200 customers through an online survey, a workshop with our Environment Consultative Committee (ECC) and the Community Consultative Committee (CCC), and follow up session with our Community Panel, all of which demonstrated high levels of support for our proposal

The culmination of these discussions demonstrated a clear result: Barwon Water’s 2018 Price Submission was customer-led and focused on delivering a reliable water future, innovative services, healthy environment, deeper community partnerships and

**Key Actions of Barwon Water’s 2018 Price Submission**

- Giving residential customers greater control over their bills by increasing the relative proportion of water usage charges
- More support for financially vulnerable customers
- Timely notice of water supply interruptions
- Programs to help customers use water more efficiently

affordability for all customers.

In early 2018, the ESC released its draft decision on Barwon Water’s prices and services for the next five years, in its decision, the ESC assessed Barwon Water’s engagement with customers as “Leading” and provided customers with the opportunity to influence Barwon Water’s pricing proposals.

We acknowledge and thank our customers and community for their contribution, knowledge and expertise during the development of our 2018 Price Submission and we look forward to delivering the outcomes they want from us.

Barwon Water’s 2018 Price Submission was customer-led and focused on delivering a reliable water future, innovative services, healthy environment, deeper community partnerships and affordability for all customers.

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## COMMUNITY DEVELOPMENT Winner

### City of Vincent, WA

#### *Imagine Vincent*

What if you asked your community what questions to ask them before you even started your consultation? What if you took your consultation to places people actually want to go – have a chat with them at the footy; buy them a beer in exchange for an idea; meet them in a coffee shop; ask them online; host consultation functions in pubs; ask them while helping to plant trees in a park; go to the schools; have dinner with at-risk young people; go on patrol with Noongar Outreach?

Between May and October 2017, that is exactly what the City of Vincent did with its *Imagine Vincent* campaign – the biggest community engagement initiative in Vincent's history.

*Imagine Vincent* was not about ticking a box or doing a standard government consultation; it was about genuinely engaging with the people who live, visit and work in Vincent and we were determined to talk to as many people from every background possible.

The *Imagine Vincent* campaign was designed with two key goals in mind:

1. To provide every person living, working in or visiting Vincent with every possible opportunity to shape our future; and
2. To ensure the feedback results were honest, independent and representative of our community at large, including age, composition, gender, ethnicity, language, religion and ability.

The methodology for the *Imagine Vincent* campaign included multiple opportunities for face-to-face interaction with the City, Elected Members and the Project Team, but also allowed for the community itself to lead the discussion and was designed around the phone-tree concept, which enabled the community to choose to engage in the process in a way and at a level that suited them.

The public's contribution was included from the very start of the process, with a broad cross-section of the community invited to the launch event to establish the seven questions that would form the basis of the campaign going forward.

The broader public was then invited to



contribute and participate in the process at every stage of the campaign, whether that be through attending events, participating in online or hard copy surveys and polls, providing feedback in writing, over the phone, through social media channels, at various pop-up and organised events, or by hosting meetings in their own homes or preferred local community venues.

The final stage of the process was to invite a cross section of the community to be involved in the independent Community Engagement Panel, whose task was to take all the thoughts and ideas gathered from the community throughout the campaign and turn them into actionable recommendations for Council. These recommendations enabled us to think about the contribution and commitment that we, as a City, can make to help achieve the community's vision for the future and have fed directly into the development of the Strategic Community Plan 2018-2028.



**CITY OF VINCENT**

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Our aim was to achieve a collaborative campaign; one that allowed us to partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution. Through *Imagine Vincent*, we were able to work together with our community to formulate solutions and incorporate their advice and recommendations into our decisions regarding our ten-year Strategic Community Plan to the maximum extent possible.

Overall, we had strong engagement and participation in the campaign with a total of 1,041 people becoming involved in the *Imagine Vincent* campaign and over 4,204 thoughts, ideas and views shared with us by the community.

 **DISASTER and EMERGENCY SERVICES Winner**

**Cairns Disaster Management Unit, Cairns Regional Council, QLD**

*Does Saying We're Resilient Make It So?  
The Cairns Resilience Scorecard Programme*

As a nation, we are fond of talking up resilience. At the very mention of a challenging event resilience is associated, generally referring to the practical response actions undertaken by affected communities. But what does resilience actually look like – and does simply saying a community is resilient make it so?

As one of just six Australian cities and the only Australian role model city signed up with the UNISDR Resilient Cities campaign, Cairns takes a proactive, carefully planned approach to disaster resilience building. Realistically measuring resilience is an ongoing challenge, particularly in regions such as Cairns where the



absence of a major disaster for many years begs questions of the future efficacy of community response and recovery.

In 2014, two years after its community resilience programme began, the Cairns Regional Council's disaster resilience unit implemented a comprehensive stocktake of the state of resilience at social and infrastructural levels. An assessment of two resilience scorecard

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**4. What emergency planning, response and recovery resources are available in your community?**

Question	Score					Information Resource
4.1 How comprehensive is the local infrastructure emergency preparedness plan? (e.g. water supply, sewerage, sewer system)	1 No plan	2 Informal arrangements (unwritten plan)	3 Basic written arrangements (written plan)	4 All essential services have a written emergency plan	5 Comprehensive system (written plan) with a local protection plan	Local and state government emergency management planning documents
4.2 What proportion of population with skills could be emergency response necessary (e.g. first-aid, life boat handling) can be mobilised if needed?	1 0% of population	2 10-20%	3 30-40%	4 40-50%	5 50% or more of population	Self-Assessment, reports from local organisations, local survey
4.3 To what extent are all educational institutions (public and private schools, all levels including early child care) engaged in emergency preparedness education?	1 No engagement	2 Some schools (public and private)	3 Most schools (public and private)	4 All schools (public and private)	5 All schools (public and private) with a written emergency plan	Documentation from schools about plans/activities
4.4 How are available medical and public health services included in emergency planning?	1 No services included	2 Some services included	3 Most services included	4 All services included	5 All services included with a written emergency plan	Self-Assessment based on conversation with health resources
4.5 Are readily accessible locations available as evacuation or recovery centres (e.g. school halls, community or sporting centres, post office) and included in recovery strategy?	1 No locations	2 Some locations	3 Most locations	4 All locations	5 All locations with a written emergency plan	Planning documents and public information records
4.6 What is the level of local government staff availability in the community?	1 No staff	2 Some staff	3 Most staff	4 All staff	5 All staff with a written emergency plan	Local plans plus local survey

Resilience (2016): 21% (0-11) 10% (12-24) 18% (25-37) 22% (38-50)

21 | Source: see 'Our 4th Community Change Strategy'



methods was undertaken and the decision made to use both, to provide a more complete baseline understanding of resilience in the region.

The Torrens Resilience Institute scorecard process was used to measure representative community resilience, involving community members from around the region, while the UNISDR scorecard process was completed by local disaster management group members, partners and others involved in disaster management infrastructure. The following comprised the programme:

- Community mapping to identify the geographic locations of those most vulnerable in Cairns – adding to existing knowledge of communities;
- Surveys within those geographic communities based on the Torrens scorecard criteria;
- Community engagement activities in those areas;
- Research based on the previous two years of the Be Ready, Cairns! resilience building programme, including learnings and experiences from Tropical Cyclone Ita;
- Ongoing engagement work;
- Self-assessments by local disaster management group members, partners and contributing organisations;
- Collaborative workshops and discussion forums with those groups;

- Shared feedback and agreement about ongoing improvement practices.

Completing the scorecard exercises using a genuine engagement approach was a primary aim and a significant achievement in terms of logistics, resources, gaining commitment and planning. The outcomes were:

- Clear identification of the successful, comprehensive lead role in disaster preparedness
- response and resilience building undertaken by Cairns Regional Council;
- Clear identification of the roles, responsibilities and risk assessment gaps of organisations involved in disaster management within the region;
- Confirmation of sound infrastructural resilience in some areas, less in others;
- Enhanced presence in and involvement with identified communities and understanding of resilience levels and significant gaps;
- A greater appreciation of the critical importance of community connectedness, contact with local government and community self-help;
- Key information gained on how to help communities better support themselves;
- A shared understanding of the importance of open participation in resilience assessment, planning and development.



**INFRASTRUCTURE Winner**

**Aurecon and NSW Roads and Maritime Services, NSW**

*Batemans Bay Bridge Replacement Project*

NSW Roads and Maritime Services is replacing the bridge over the Clyde River at Batemans Bay to provide a more reliable connection across the river, improve traffic flow, improve access to Batemans Bay and reduce traffic delays. The new bridge will also provide access for larger heavy vehicles and freight along the Princes Highway.

Aurecon was engaged by Roads and Maritime to carry out the concept design and environmental assessment for the project, including community engagement and consultation.

Gaining the community's trust was vital to protect the reputation of the Bateman's Bay Bridge project and the NSW Government, and ultimately to deliver a successful project, on-time, that the community will embrace. We adopted an innovative approach to engagement and delivered a unique experience for the Batemans Bay community. We have involved the community in decision making, presented highly visual information to build understanding and ensured that project team members were visible and available at all key project milestones, with an emphasis on face-to-face communication.

The range of communication tools used included traditional methods such as community updates distributed to households, and innovative digital products were created, including a Virtual Reality experience. The team built on successes and incorporated feedback along the way to ensure the consultation met the community's needs.

Engagement was designed to give the community as much information as possible to enable meaningful participation in the project. At each stage, the success of the engagement program was reviewed by the team and this was used to design the next stage of engagement.



**Transport**  
Roads & Maritime  
Services

The bridge replacement project is required to alleviate the traffic delays in this popular seaside town, it was crucial the community was consulted early and often, to ensure their views were incorporated at the right opportunities.

Batemans Bay is located on the Princes Highway, 273 kilometres south of Sydney and 148 kilometres east of Canberra. It is on the NSW south coast, in the Eurobodalla Shire. Batemans Bay is a major regional centre and is the closest seaside town to Canberra, making it a popular holiday destination. The Princes Highway at Batemans Bay is the main north-south coastal transport route.

The community in Batemans Bay is generally older and lower-income than the NSW and Australian averages. Home internet usage is lower than average and there are many holiday homes in the area. In addition, as a popular holiday destination there are many people who live outside of the area but feel a connection to Batemans Bay – so the stakeholders are wide and varied.

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**2018**  
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These factors all contributed to the way community consultation was structured – using a wide range of tools to ensure that everyone had the opportunity to participate.

This summary covers the community engagement and consultation work carried out during the early stages in the project’s development from March 2017 to April 2018 – the identification of a preferred route, concept design and environmental assessment. The project is ongoing with detailed design being carried out in 2018 and construction due to start in 2019, pending the project’s approval following the environmental assessment.

The community engagement program has

been hugely successful with meaningful contributions from the community, robust discussion on issues, and very little opposition to the project.

Engagement was designed to give the community as much information as possible to enable meaningful participation in the project. At each stage, the success of the engagement program was reviewed by the team and this was used to design the next stage of engagement.

The community has taken part in developing the new bridge design and Roads and Maritime is on track to continue a successful partnership with the community during the next crucial stages.

**INFRASTRUCTURE Highly Commended**

**Transport for Victoria, part of the Department of Economic Development, Jobs, Transport and Resources), VIC**

*High Capacity Metro Trains – Train Design Engagement*

*How Hundreds of People Helped Design Melbourne’s New Bigger Train*

The priority of the Victorian Government is to design a train to meet everyone’s access needs. Consultation with passenger groups and accessibility groups was therefore a critical part of the overall train design engagement program.

The Victorian Government is delivering a fleet of 65 new bigger High Capacity Metro Trains to meet the future needs of a growing Melbourne.

This is the first new train design for Melbourne in over a decade, and it will be the most accessible train on the network due to a strong engagement program with a wide range of stakeholders and passenger groups including those with accessibility requirements. The new trains will have more seats than existing trains, move 20 percent more passengers and will offer the latest technology for passenger safety and comfort. The trains will commence passenger service from



Economic Development,  
Jobs, Transport  
and Resources

mid-2019 initially on the Cranbourne and Pakenham lines and longer term through the Metro Tunnel to Sunbury.

The Victorian Government entered into a public private partnership with Evolution Rail to deliver the Project, and have worked closely with Evolution Rail’s consortium members Downer, CRRC and Plenary, to design and deliver a program that engaged users early in the design process.

The feedback from a range of Victoria’s accessibility stakeholders such as Guide Dogs Victoria and Bicycle Network Victoria has been extremely positive. Hundreds of public transport users and technical and operational stakeholders were invited to work with the Victorian Government and its

public private partners from day one on the train design process and throughout a year-long process, last year. In three phases of consultation, 2,525 pieces of feedback were received. Of these, 873 comments came from passengers and as a result 157 changes were made to the design of passenger features for the new trains.

The train design engagement process has resulted in a design that is the most accessible on Victoria's network. Passenger features include the following:

- 28 allocated spaces for wheelchairs and other mobility devices in each seven-car train (14 allocated spaces in each direction of travel)
- Priority seating throughout the train, located close to doorways and windows
- Improved real-time information through dynamic route maps and passenger information displays
- Improved passenger safety, with full CCTV surveillance
- Cooling and heating appropriate for Melbourne conditions
- More seats than existing trains on the network and two mixed-use spaces in each of the middle three carriages for passengers travelling with bikes, prams and other large items.

The feedback consultation phases ended with a major public display event engaging over 75,000 Victorians who viewed a model of their new train at Birrarung Marr, Melbourne in February this year. The event combined innovate art and pioneering transport



**TRANSPORT FOR VICTORIA**

**What Participants Said About the Design Process**

- 79 percent of participants said the overall engagement program was either “excellent” or “very good”
- 72 percent of participants said it was either the first time they have been asked for input so early in the design process, or the earliest they have ever been asked to provide input in a consultation program
- 77 percent of participants said they felt proud to be playing a role in designing a train to suit the needs of all Victorians. A further 23 percent of participants said they felt they were having an impact on public transport in Victoria

as part of White Night with a light display finale. Positive feedback was provided by the public and The Age newspaper considered this event in its top five White Night highlights.

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## INFRASTRUCTURE Highly Commended

### Level Crossing Removal Authority, VIC

#### *Caulfield to Dandenong Open Space Consultation Program*

More than 22 hectares of new community open space will be created by the new Caulfield to Dandenong elevated railway project. To ensure this new space can be utilised in the best possible way by the communities it benefits, the Level Crossing Removal Authority (LXRA) developed an innovative consultation program that brought together community feedback and expert advice to shape the final landscape designs.

The multi-method consultation program included an Online Open Space Ideas Hub (Ideas Hub) for general community feedback and a Community Open Space Expert Panel (COSEP).

The objectives of the program were to ensure community acceptance of the final designs and ultimately to establish a sense of ownership of the new spaces. These objectives included (but were not limited to):

- Community awareness of the open-space project and full consultation program
- Ensuring community had adequate opportunities to have their say in the final design

Challenges of the consultation program included the following:

- The fast-paced and concurrent nature of the consultation and design process, described as “building the plane on the runway.” Feedback was coming out of the COSEP as designers were implementing it
- Tight timeframes made it difficult to illustrate design constraints to community and COSEP members
- Mistrust and scepticism around government projects originating from “Anti Skyrail” community groups had potential to hinder constructive discussion in the online Ideas Hub

Successful aspects of the community open-space community consultation included:



- Objectives that aligned closely with belief that the consultation would be genuine and would ultimately influence design outcomes
- A positive and genuine team culture focused on ensuring that community and stakeholder feedback was appropriately recognised and integrated by the design and technical teams
- Recruitment of a highly respected expert panel team willing to work alongside community members and key stakeholder representatives
- Comprehensive consultation reporting and strong “closing the loop” communication and engagement efforts

This consultation process ensured community representatives were directly involved in the design process, while wider community feedback was considered by designers and industry experts. COSEP participants attributed its success to the strong relationships they built through the program, which enabled constructive outcomes that included feedback from the online Ideas Hub. The COSEP was crucial in demonstrating to the public that the LXRA is committed to quality design that is integrated with a high-integrity consultation.

## INFRASTRUCTURE **Highly Commended**

### **Aurecon (Client: NSW Roads and Maritime Services and Sydney Motorway Corporation), NSW**

#### *WestConnex M4-M5 Link Design Phase*

Delivered against a backdrop of community discontent with local council amalgamations and a philosophical preference for public transport investment over roads, WestConnex is the nation's largest road infrastructure project.

The M4-M5 Link project is the third of five stages of the 33km WestConnex project and includes approx. 23 km of underground tunnel and an interchange, with provision for connection to the Western Harbour Tunnel and Beaches Link. With a budget of AU \$16.8 million and a decadelong schedule it is Sydney's largest ever road project.

Without genuine public participation engagement, the WestConnex M4-M5 Link would have suffered the same as its predecessors. However, the engagement team made a conscious decision to cut through the negative "noise" and focus on the communities directly affected, ignoring elements outside our control and focusing on positive proactive engagement and gains for the community stakeholders, by "putting ourselves in their shoes."

Our overall philosophy in seeking public participation was to deliver infrastructure that works within communities, not inflict communities with infrastructure they have to live with. This philosophical position demanded meaningful public participation and feedback, so communities and stakeholders were aware of the impact their efforts had made to create a lasting legacy of local goodwill and general trust in the project.

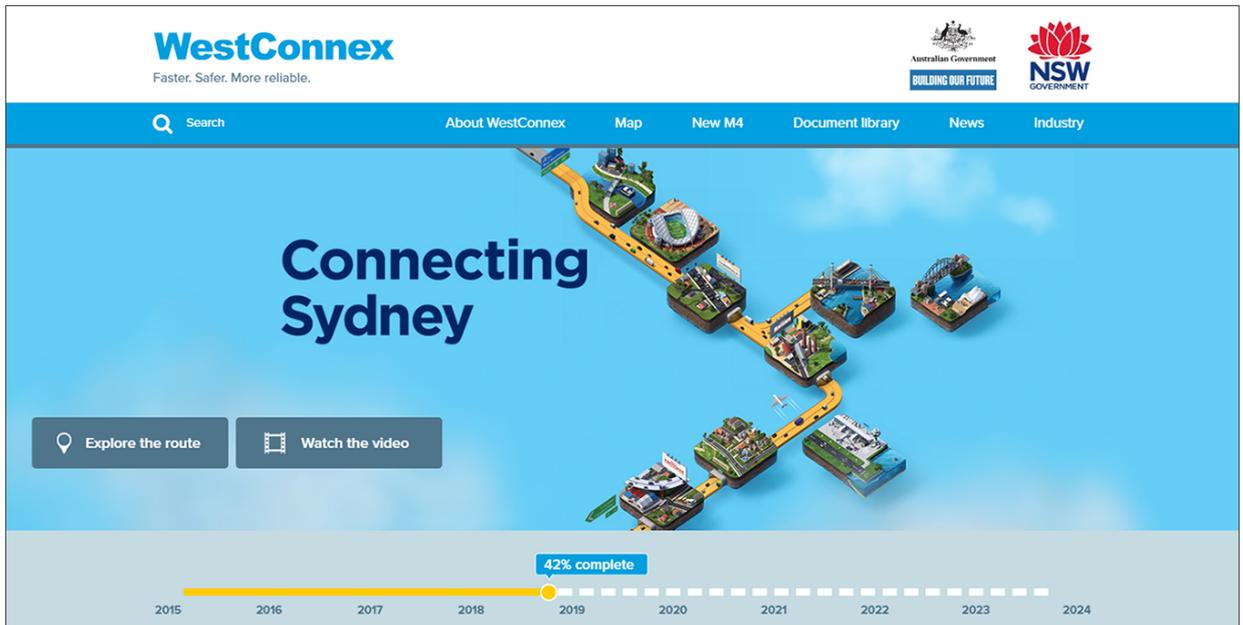
Our specific public participation objectives were the following:



1. Minimise initial negativity by designing out anticipated problems even before initial plans were released.
2. Identify those who would be most impacted and engage them in the decision-making process
3. Identify elements of the project most likely to negatively impact the local community and collaborate with project engineers to proactively mitigate such elements
4. Collaborate with stakeholders and the local community in developing project designs that would avoid unnecessary impact or harm to community health and social cohesion
5. Overcome existing project opposition by creating genuine input opportunities and a positive project engagement and delivery legacy
6. We did everything we could, and constantly asked ourselves, "What else could we be doing?" "What could we do better?" Several of the M4-M5 Link engagement team live in the impacted inner west so we wanted to ensure our local community was not adversely impacted and had multiple and regular engagement opportunities

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Large infrastructure projects typically shy away from social media, but we took a proactive approach, broadcasting via our own social channels and responding to the social media of others. Our policy was to correct misinformation with facts and avoid any emotional content, rather than fuel it with a response.



On the first two WestConnex projects, community outrage was widespread and public debate heated. In view of lessons learned then, the M4-M5 Link project management willingly started community consultation for the M4-M5 Link a good two years ahead of the EIS going on display, considerably earlier than the 12 months legislative requirement. This early engagement meant the community had a longer time and many more opportunities to provide ideas to inform the design. This outcome is in keeping with our team’s goal of international best practice for public participation: maximising opportunities to provide feedback and contribute to a project.

Large infrastructure projects typically shy away from social media, but we took a proactive approach, broadcasting via our own social channels and responding to the social media of others. Our policy was to correct misinformation with facts and avoid any emotional content, rather than fuel it with a response.

Face-to-face was also important. As well as participating in some hundreds of one-on-one and public meetings, and stakeholder discussions, often out of hours, the personal

mobile telephone number of the Engagement Lead was provided with the invitation to “call any time.”

The role of the public in relation to key M4-M5 Link project decisions cannot be underestimated. Because of community feedback, the Camperdown Interchange was removed, and the project has committed to the following:

- Protecting Blackmore Oval and Easton Park by confirming it will not be used as construction laydown sites;
- Not using Derbyshire Road as a midtunnel construction site;
- Providing new connection among Bicentennial Park, Easton Park, Rozelle and Lilyfield, protecting local streets from heavy traffic

Extra public open space has been created (10 hectares in Rozelle and 2.5 in St Peters hectares) and a strategy for active transport (walking and cycling) is being developed. The formal consultation periods were also extended to double or triple the standard time at the request of the community.

## INFRASTRUCTURE **Highly Commended**

### Jacobs and Sydney Water, NSW

#### *Servicing Growth in Sydney's South West*

Sydney is experiencing unprecedented growth – with a population of 6 million by around 2028, requiring 725,000 new homes and 817,000 additional jobs. Sydney Water is planning critical water-related infrastructure which is integral to the timely delivery of housing for our growing city. In the city's south west, the planned Badgerys Creek Airport presents a once-in-a-generation opportunity to transform major greenfield areas – including the growth precincts of Leppington, Austral and Leppington North.



Sydney Water engaged Jacobs to select a preferred servicing option for wastewater and drinking water through engagement

with internal and external stakeholders, including potentially impacted community members. Jacobs and Sydney Water collaborated early to design a comprehensive and tailored public participation process spanning 10 months, which aimed to achieve the following:

- Provide community and stakeholders with timely and relevant information
- Provide a knowledgeable and responsive point of contact for any enquiries, complaints and suggestions
- Ensure the selected preferred option reflects feedback gathered from stakeholders and the community
- Establish positive contact with as many potentially impacted landowners as possible during options assessment phase to ensure a seamless transition into the concept design phase

This project was unique for Sydney Water, in terms of the wide geographical area of impact that included both high-density, urban city centre and low-density, rural properties, and



"I attended the community information session and loved the plans and set-up of the session, and the end result after the session was great. The staff were responsive and helpful and able to answer my questions. I like the face-to-face events and personal touch. You get much more out of it than letters or over the phone."

#### — **Directly impacted landowner and developer in Austral and Leppington North**

the high number of landowners potentially impacted by the infrastructure. Our range of maps was a key part of the approach to effectively communicate the complexities of the project and visually illustrate each of the distinct project elements.

Extensive engagement allowed the community to have considerable influence over key elements of the preferred option that was ultimately selected, including the following:

1. Wastewater servicing catchment expanded to include properties on Gurner Avenue in Austral based on petition from landowners that their developments were well progressed

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2. Delivery of Austral Carrier accelerated based on landowner feedback. Originally planned as a low priority pipeline for future consideration, the design team revised the delivery timing of this wastewater gravity main to be delivered as a priority with the other services by 2020/2021.
3. Impact on Western Sydney Parklands minimised and water transfer main alignment shifted to avoid impact to existing and future designated bio-banking areas and their masterplan for the park.

Our process sought out and facilitated the involvement of those potentially affected by or interested in the decision. We identified 500 potentially impacted landowners and made direct positive contact with 45 percent of those. 116 landowners attended the two community information sessions.

The community was enthusiastic about being involved in the growth planning for their area and people were highly engaged with the information presented.

 **JUDGES' ENCOURAGEMENT AWARD Winner**

**Wheatbelt Natural Resource Management Inc., WA**

*Wheatbelt Natural Resource Management*

Wheatbelt Natural Resource Management Incorporated (Wheatbelt NRM) is an independent community-based organisation involved with NRM endeavours within the Avon River Basin. The organisation operates from its Northam office, Western Australia, and it exists as the second largest of the six NRM regional organisations in the state, with responsibility for the 12 million hectares of the Avon River basin.



Our Wheatbelt landscape is mostly privately owned. To have a positive impact on the natural resources in our region, Wheatbelt NRM needs to engage the community who manages them. Wheatbelt NRM works to enable, support and partner with our community to improve the management and sustainability of natural resources and make positive change in their environment.



**wheatbelt**  
natural resource  
management

The Wheatbelt NRM succinct strategy statement for 2015-2018 is this: By 2018, have 25 percent of the Wheatbelt community actively improving the Wheatbelt environment through our multi-disciplinary strategies and programs.

Our overarching strategy of having 25 percent of the Wheatbelt community actively improving our environment by 2018, is a major driver of our work. As at the end of 2016-17, we were only sitting on 8.5 percent, with one year to go. We have improved on the numbers from last round and expect the finalisation of our three-year projects to bring us close to this aspirational target.

## Project Category Winners and Finalists IAP2 CANADA



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### EXTENDING THE PRACTICE Winner

#### Civicplan

#### *forWard One: Participatory Budgeting in Hamilton's Ward 1*

*How do you design and implement a process that puts residents at the heart of infrastructure planning decisions that will shape their communities?*

As part of the City of Hamilton's tax system modernization, a Capital Re-Investment Reserve was set up for several wards across the City. The reserve allots annual funds to each of these wards to be used specifically on infrastructure investments. Ward Councillors are responsible for identifying infrastructure priorities within their wards for this investment.



The Ward 1 Councillor employs a participatory budgeting process, called forWard One, to engage Ward 1 residents in identifying and prioritizing which capital projects should be funded on an annual basis. Although this process has been employed annually since 2012, this submission focuses on the most current



iteration. In 2017-18, the forWard One process included a theme of Environmental Stewardship to guide the ideas submitted and project shortlist. The forWard One budget for 2017-18 was \$1 million. The projects that receive funding through this year's process will be included in the 2019 capital budget.

A Participatory Budgeting Advisory Committee (PBAC) assisted the Councillor in this



process. In 2017-18, PBAC was comprised of 17 community members, representing the four Ward 1 neighbourhoods, and included representatives from McMaster University, which is in the ward. The Committee oversaw and assisted with the management of the forWard One process, solicited ideas from the community, helped identify the priorities of Ward 1 residents, and made funding recommendations to the Councillor.

Civicplan coordinated this public participation process, including organizing community events, designing, developing and managing the online and paper ideas submission and project voting processes, coordinating with the PBAC for pop-up and community events, assisting with material design, promotion and communication, designing and managing the website, as well as results reporting and evaluation.

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The most concrete result of the forWard One participatory budgeting process is a prioritized list of projects that will be implemented in the next capital budget year. The projects are generated by the public, vetted through the forWard One process, and prioritized by the whole community in a voting process. The Councillor and advisory committee review the list to ensure neighbourhood equity. Additional results of the process are

an increased awareness of City processes and departments by members of the advisory committee and the public, and an introduction to avenues for further engagement throughout the city for residents who participate at all levels.

Beyond the PBAC, the outcomes of the entire process make the broader public aware of inter- neighbourhood disparities in infrastructure, and through voting, give everyone a chance to participate in decisions that can rectify these disparities. The transparency and outcomes of the process help build trust which, in turn, creates citizen advocates for the process who become some of the best ambassadors to spread the word about how participatory budgeting works and why it's worth it to participate.

Finally, when citizens can see the results of their engagement directly in their neighbourhoods, it not only builds trust, but reinforces the value of their participation and the positive role local government can play in their lives.

 **INDIGENOUS ENGAGEMENT Winner**

**Britannia Renewal Partners (City of Vancouver, Vancouver Board of Parks and Recreation, Vancouver Public Library, Vancouver School Board, Britannia Community Services Centre)**

*Britannia Renewal Master Plan*

The Britannia Renewal project is a master plan for the renewal of the Britannia Community Services Centre (BCSC) and the 18-acre site on which it sits in the Grandview-Woodland neighbourhood in the City of Vancouver.

The project is managed by the City of Vancouver with decisions made by the Britannia Steering Committee representing the partner organisations. The project objective is to develop a cohesive long-term vision for renewing the aging facilities on the site based on shared values of the Site Partners and community.

The City of Vancouver is located on the unceded homelands of the Musqueam, Squamish, and Tsleil-Waututh Nations. The Britannia site is in the Grandview-Woodland neighbourhood in the City of Vancouver, a vibrant and diverse community that has recently gone through a multi-year community planning process culminating in the Grandview-Woodland Community Plan. The Community Plan affirms that the City will work together with local First Nations and urban Indigenous residents to continue to acknowledge their longstanding presence, respond

Public engagement included a visionary speaker from Reconciliation Canada, focus groups with Indigenous facilitators, one-on-one meetings, regular visits with Indigenous elders, youth workshops, online and print surveys, walking tours and Indigenous-led design charrettes as efforts at meaningful engagement on this and future projects.

to the adverse impacts of colonialism, and strive, wherever possible, to forge new, positive, and constructive relations that offer benefit to all residents of the community.

Reconciliation informs both the project process and the Master Plan outcome. As a key part of the project process, the Partners have engaged with Indigenous community members, service providers, and advisors to ensure their voices are heard and reflected in the design of the Master Plan, as well as liaising at a government-to-government level with the Musqueam, Squamish and Tsleil-Waututh Nations.

The Indigenous Engagement Strategy, which was developed following the pre-planning phase, outlined a series of principles that informed the approach to community building throughout the project. The key principles of this strategy included: meeting people where they are at, never acting entitled to community members' time and information, spending time building real relationships, and focusing on long term sustainability of relationships.

For the Indigenous community the level of engagement undertaken was Collaborate. We sought direction on the engagement process early on, we held charrettes and workshops

with the Indigenous Community and we sought the direction of respected Elder advisors throughout the process.

Public engagement on the project included a visionary speaker from Reconciliation Canada, focus groups with Indigenous facilitators, one-on-one meetings, regular visits with Indigenous elders, youth workshops, online and print surveys, walking tours and Indigenous-led design charrettes as efforts at meaningful engagement on this and future projects.

Embedding an Indigenous Engagement Specialist to design a complementary, yet separate Indigenous Engagement Process is an innovative practice that is already affecting the way the City of Vancouver and its partners do Indigenous community engagement.

The Indigenous Design Charrette not only informed the Britannia Renewal design options, but it also set in motion the process of developing city-wide Indigenous design principles. In partnership with local First Nations and the urban Indigenous community, Vancouver could be the first Canadian city with a set of Indigenous design principles that would inform all future development.

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**DIVERSITY and INCLUSION Winner**

**City of Surrey, MODUS Planning, Design and Engagement**

*City of Surrey Parks, Recreation and Culture Strategic Plan*

The City of Surrey is one of the fastest growing cities in Metro Vancouver and is expecting another 100,000 residents over the next 10 years alone. It is also one of the largest cities in the region with six distinct communities and Town Centres.

In addition to its rapid growth, Surrey is also very diverse. “Visible minorities” make up 58.5 percent of the total population; half of residents speak a language other than English; and it is home to the region’s largest urban Indigenous population (2.6 percent of the total population). These populations, as well as many other important groups (such as families, youth, seniors, low income households, new immigrants and refugees, and people with disabilities) rely heavily on City programs and services but tend to be under-represented in traditional municipal processes.

There are also a wide range of people and groups deeply involved in Surrey’s parks and natural areas, indoor and outdoor recreation, arts, heritage, and cultural events, each with their own unique needs and interests. Some of these groups were skeptical about the process

as they felt the previous Parks, Recreation and Culture Plan (PRC Plan) was focused too heavily on recreation, and not enough on arts and heritage, especially when it came to investment in new facilities and programs.

To better understand its growing and changing population and update its PRC Plan, the City needed a comprehensive public participation process. The process needed to be highly inclusive to identify and prioritize the many different needs and interests across the City and create a balanced and responsive plan that would guide fair investment over the next decade.



To reflect Surrey’s diverse, multicultural community and hear from the many different people who use Surrey’s facilities and programs, outreach focused on people involved in parks, natural areas, indoor and outdoor recreation, arts, heritage, and cultural events in Surrey, as well as a range of people of different ages, cultures, and abilities, and residents from across each of Surrey’s six communities. To “cast a wide net,” the project was promoted online

The process needed to be highly inclusive to identify and prioritize the many different needs and interests across the City and create a balanced and responsive plan that would guide fair investment over the next decade.

through a project webpage, e-newsletters sent to 28,000-plus, social media (100,000-plus views on Facebook), advertised in 18 local and South Asian newspapers, City Recreation Guides, mail-outs to 40,000-plus households, bus and SkyTrain ads, and posters, flyers and billboards across the City.

The emphasis on an inclusive and diverse process led to a Plan with a strong emphasis on inclusion and intercultural appreciation. While the previous Parks, Recreation & Culture Plan focused mainly on City facilities and programming, this process led to many new policies addressing topics like universal accessibility, affordability, equitable access for all residents, programs and services for all age groups,

community engagement and partnerships, more support for newcomers, partnerships with the LGBTQ community, and more multicultural programming and events to celebrate Surrey's diverse cultures and bring people together.

The Plan also includes a significant focus on Indigenous collaboration, identifying ways to work with local First Nations to recognize and celebrate their heritage and culture through local place names, public art, heritage initiatives, parkland dedications, and community events as well as staff inclusion training, public education around Indigenous Reconciliation, and creating new spaces for Indigenous ceremony and use.

**DIVERSITY and INCLUSION Honourable Mention**

**City of Calgary**

*78 Avenue Road Widening and Underpass Project*

The Green Line LRT, Calgary's newest Light Rail Transit (LRT) line, will traverse 46 kilometers through the urban setting of Calgary, Alberta, a city of 1.2 million people. It is the largest infrastructure project in the history of Calgary, set to begin construction in 2020 and complete the first 20 km by 2026.

After years of public consultation on the visionary aspects, the looming construction is calling for a new focus for public participation: implementation and community impacts.

The 78 Avenue Road Widening and Underpass Project was the result of necessary construction, land negotiations, and the current and future development of quiet, inner-city communities. After technical evaluation of a number of routes, 78 Ave S.E. was determined the best choice. This is when the communications and engagement teams were brought on board.

An initial review of the project highlighted a number of challenges for public participation: the decision on route had already been



made; the new through road would run adjacent to a playground and subsidized affordable housing; it would convert a sleepy cul-de-sac into a busier through road; the closing of the current train crossing suggested the possibility of moving the currently designated truck route to this new through road; and, the timeline for P2 was rushed due to high-pressure project timelines.

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As residents helped the project team understand the context of the community, the team could take the feedback to heart and incorporate it to the maximum extent.

Finally, in the broader community, there are mixed emotions about development brought on by the Green Line: Some area residents are excited for development and modernization of the area while others are concerned that their “small-town-feel” communities are changing with a rapidly growing city.

How can we complete the project at 78 Ave S while minimizing negative side-effects and maximizing benefit for adjacent and nearby residents? We had to identify where input could be utilized, carve out space for meaningful engagement with the project team, make our activities accessible to a unique audience, and support the schedule and other needs of the project.

The role of the public and stakeholders covered four distinct angles in relation to the decision statement and engagement plan:

1. Community leaders were interviewed to help determine the best approach for engagement as well as explain community context
2. Directly adjacent and most impacted residents were involved more closely throughout; a stronger effort was made to make the events accessible to them, the neighbourhood improvements were more geared toward their needs and a certain

level of intimacy was established at those events given the context of the community

3. Though less directly impacted, residents in the broader communities were also invited to participate
4. Other City departments were closely involved in the review of public input. Involving them allowed the City as a whole to take a more holistic approach to minimizing negative side-effects and maximizing benefit for adjacent and nearby residents

In summary, this was a challenging project from a P2 perspective; key decisions had been made early on, the timelines were tight, and the location of the project was particularly challenging. This will be a difficult adjustment for some of the area residents; those affected clearly articulated this as they shared their fears, hopes and other feedback. As residents helped the project team understand the context of the community, the team could take the feedback to heart and incorporate it to the maximum extent.

Without the involvement of those affected, and without the willingness of the project team to follow the P2 process, the end result of this project would not be as it is today.

**VISUAL ENGAGEMENT Winner**

**Region of Waterloo and Dillon Consulting**

*Biosolids Strategy*

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Biosolids are processed organic material that remains after the treatment of wastewater. Most people don't think about what happens beyond our household drains, but the production, management, transport and use or disposal of biosolids is an important infrastructure and environmental question for municipalities.

The Region of Waterloo, with Dillon Consulting, undertook a long-term planning process that went well beyond the legislated Municipal Class Environmental Assessment (EA) process requirements and emphasized public engagement and participation from the community in the identification of a long term, flexible, secure and sustainable solution for the Region. The guiding philosophy was: "We are all involved in creating biosolids, so we should all be involved in determining what we do with them as a community."

In support of a comprehensive and extensive community engagement process, the Biosolids Strategy team developed a range of exciting and eye-catching visual engagement materials at every stage of the project that drove participation, clearly communicated important and often highly technical project information, and went well beyond the typical requirements for EA process notification, all while meeting the strict legislated requirements.

Visual engagement methods and materials included the development of consistent project branding, illustrated youth engagement activities, colouring books and education materials, attractive and user-friendly report summaries, project post cards, bright and informative email

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**Welcome!**  
**BIOSOLIDS Strategy**  
LAUNCH EVENT  
November 17, 2015  
Region of Waterloo  
www.regionofwaterloo.ca/biosolids

**Waterloo Region Waste Water Treatment Plants**

**What are Biosolids?**

**Roadmap to a Strategy**

- 2015: Define Biosolids and Project Launch
- 2016: Develop Strategy and Secure Key Stakeholders
- 2017: Develop a Biosolids Strategy Alternative
- 2018: Develop a Biosolids Strategy Alternative

**Alternative #1: Produce Fertilizer**

**Overall Evaluation Summary**

OBJECTIVE	Alternative #1: Produce Fertilizer	Alternative #2: Produce Compost	Alternative #3: Produce Dried Low Volume Fertilizer	Alternative #4: Thermal Reduction to Ash
High quality nutrient	▲	▲	▲	▲
Low cost	▲	▲	▲	▲
Low volume	▲	▲	▲	▲
Low energy	▲	▲	▲	▲
Low odour	▲	▲	▲	▲
Low greenhouse gas	▲	▲	▲	▲

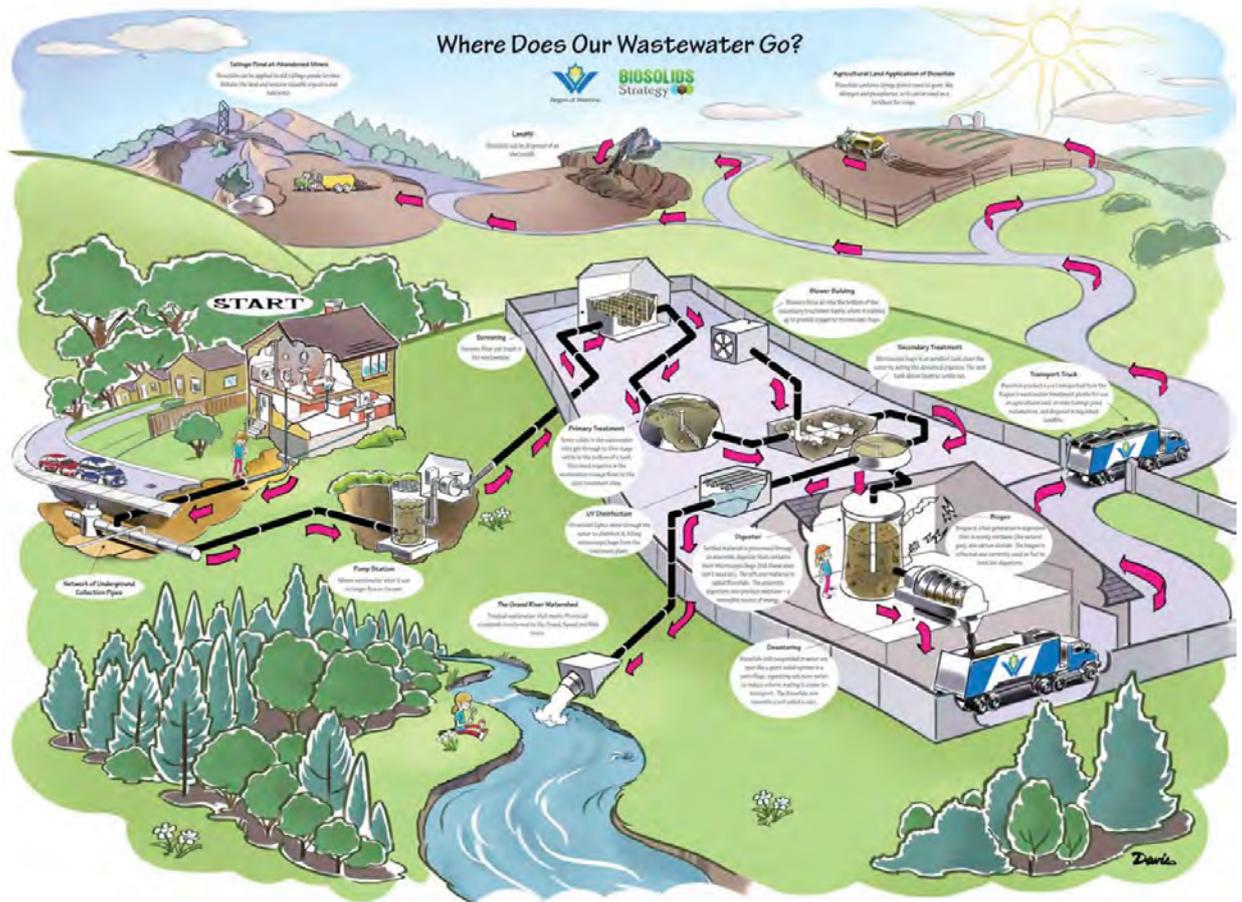
**Developing a Biosolids Strategy Alternative**

There are three components that make up a biosolids strategy alternative.

- Solids Preparation/Modification**
- Biosolids Processing**
- Use**

**Display Board Samples for Public Consultation Events**

2018  
CORE VALUES  
AWARDS  
SHOWCASE



newsletters, fun educational videos, eye-catching newspaper notices, posters, pop-up event banners and displays, and interesting and easy to understand infographics for public event information boards and sharing online.

The Biosolids Strategy project visual engagement materials raised the bar around

communications materials related to technical EA processes, helped participants understand highly technical subject matter, cut through the noise and drove participation at events, and helped reach new audiences, particularly youth participants. The final Biosolids Strategy is expected to be approved by Council this spring.

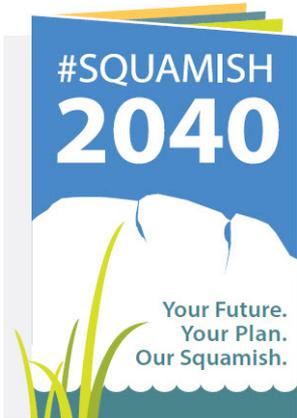
**VISUAL ENGAGEMENT Winner**

**2018**  
CORE VALUES  
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**District of Squamish**

*#Squamish2040 Official Community Plan Update*

Over the past two years, District of Squamish Council and staff asked residents, business owners, community stakeholder groups and governments including Squamish Nation, to help us define a clear, shared vision for Squamish of the future.



Before we launched the update process, we generated awareness and excitement throughout the Squamish community by creating an identifiable Official Community Plan project brand to inspire citizens to help envision Squamish of the future over the course of a lengthy campaign, and we deployed it consistently among all related communications, promotional and event materials.

The Squamish2040 OCP update set a new bar for community engagement by the District of Squamish, and resulted in a sustained, high level of participation across the community through the plan development process. Creative, inclusive opportunities for meaningful

participation were provided throughout the process. The District of Squamish's commitment to transparency and accountability was demonstrated through the use of social media, public meetings, and various other engagement opportunities.

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**Visual Engagement Elements and Tools**

- **Graphics and branding**
  - #Squamish2040
  - Your Future. Your Plan. Our Squamish
- **Advertising and collateral**
  - Newspaper ads
  - Posters
  - Postcards
- **Online presence**
  - Web page and newsletter sign-up
  - Social media
- **Promotional items**
  - Stickers and tattoos
  - Buttons
  - Bike bells
- **Event aids**
  - Selfie signs
  - Event "passports"
- **Workbooks and information**
  - Issues backgrounders
  - Kitchen table workbooks
  - Newspaper inserts
- **Videos**



**2018**  
CORE VALUES  
AWARDS  
SHOWCASE



1	Newspaper ad
2	Post cards
3	Selfie signs
4	Event invite
5	Issues backrounders
6	Event passport
7	Bike bells
8	Stickers
9	Buttons
10	OCPizza Party invite
11	Workbooks
12	12-page newspaper insert

inputs allowed for informed dialogue on the issues and topics that matter most for citizens, as the community shaped and affirmed a collective vision, core goals, and clear

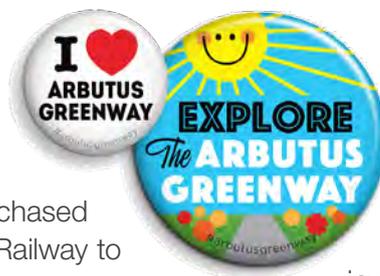
objectives and policies to guide a resilient, liveable, healthy, connected and engaged future. The process built trust and strengthened existing and forged new relationships.

**VISUAL ENGAGEMENT Honourable Mention**

**City of Vancouver**

*Arbutus Greenway: Engaging a Diverse and Citywide Audience*

The Arbutus Greenway is a north-south transportation corridor that will connect people, parks, and places from False Creek to the Fraser River. In 2016, the City of Vancouver purchased the land from Canadian Pacific Railway to create a high-quality public space for walking, cycling and future streetcar. Planning, design and implementation of the future greenway is being shaped through a multi-phased engagement process.

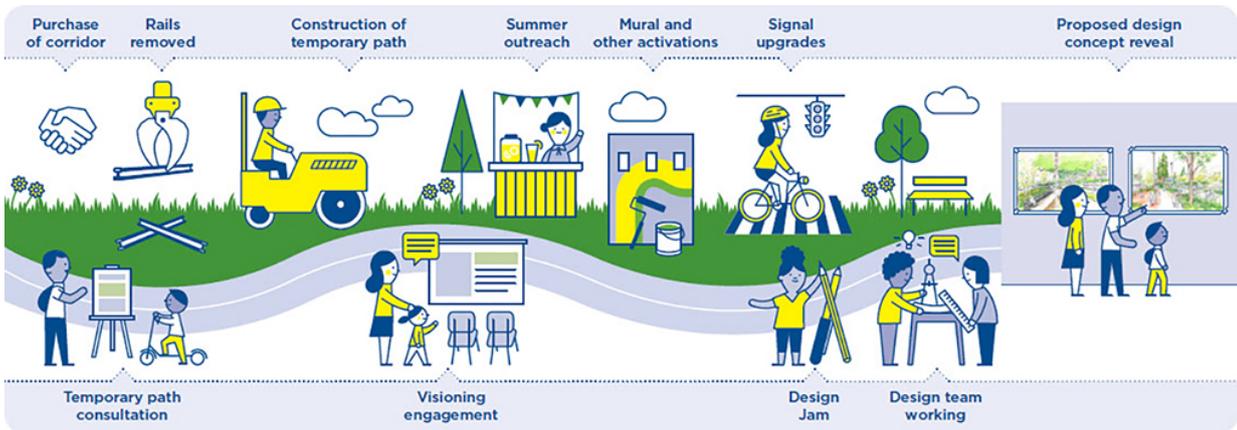


During the temporary path and visioning engagement, a significant focus was placed on creating an inclusive identity for the greenway that encouraged residents of all ages, abilities, neighbourhoods, and ethnicities to get involved. It featured interracial families

and cartoon characters of various ethnic backgrounds using the corridor. Following visioning engagement, the visual identity was enhanced into a more vibrant and whimsical outreach campaign that sustained awareness and interest in the greenway in between periods of engagement.

While the future greenway is being planned and designed, the City has constructed a temporary path that enables people of all ages and abilities to use the corridor.

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**2018**  
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Results included the following:

- Proposed design for future greenway based on public vision and values and building on design ideas from 2.5-day charrette with 110 participants from all 22 Vancouver neighbourhoods and all age groups.
- Participation from traditionally under-represented groups such as: Those under 40, people with disabilities, non-English speaking residents, Urban Indigenous peoples.
- High-level of interest from local media, including significant coverage of engagement process, in both English and Chinese.



- Strong support from community and increased trust, including accolades from community associations and local residents.
- Increased support from Council and senior management for sustained “involve-level” engagement on major projects.

2018  
CORE VALUES  
AWARDS  
SHOWCASE

## Project Category Winners and Finalists IAP2 USA



### RESPECT for DIVERSITY, INCLUSION and CULTURE Winner

#### JLA Public Involvement

##### *Hearing from Everyone: A Multicultural Engagement Strategy to Support Long-Range Bus Plans*

*How can a large transit agency successfully engage its historically underrepresented users, such as African American communities and low-English-proficiency (LEP) communities, in a meaningful conversation about long-range bus planning – particularly given that traditional outreach methods have proven ineffective?*

Working with nine community-based organisations (CBOs), the project team crafted customized engagement plans for 14 community meetings in eight languages. Each plan was tailored to respond to the unique cultural characteristics of each community, which ensured a comfortable setting for individuals to learn about the bus planning process and provide practical input.

The meetings enabled hundreds of community members to engage in an effective public process, many for the first time. TriMet could quickly compile feedback from communities that it had struggled to hear from in the past. This allowed TriMet to make targeted service changes that directly responded to community needs.

Hundreds of comments helped TriMet understand important transit use patterns for African



American and LEP populations. This feedback continues to influence TriMet's choices to prioritise transit investments across the agency's 77 bus lines serving a population area of 1.5 million people. The project also helped TriMet build better long-term relationships with communities that it had struggled in gain feedback from in the past. Using this project as a pilot, TriMet is currently developing a more formal, ongoing relationship with CBOs.

*“JLA cares about improving the lives of underrepresented populations and it was reflected in their work. I appreciated their efforts to strengthen TriMet's relationships with community-based organizations by involving them in the process and providing recommendations for us to continue working with them.”*

**— Vanessa Vissar, Planner, TriMet**





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