

Honouring Models of Excellence, Contributions and Progress Within the Practice of P2



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IAP2 Foundations:

Pillars of P2, Core Values, Code of Ethics

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.
- 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.
- 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.

As an international leader in public participation, IAP2 has developed three pillars for effective public participation (P2) processes.

Developed with broad international input, these pillars cross national, cultural, and religious boundaries and form the foundation of P2 processes that reflect the interests and concerns of all stakeholders.

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

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

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

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

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

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

IAP2 International Federation is pleased to announce the Core Values Awards Winners and Finalists for 2019.

Message from the International Chair

On behalf of the International Association for Public Participation (IAP2), I am honoured to present the winners and finalists of the 2019 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



Kylie Cochrane *IAP2 International Chair 2019*

gathered from entries submitted by regional affiliates in Australasia, Canada, United States and IAP2 Members-at-Large.

Special thanks are extended to the international jury members, Mr. Jason "Jay" Vincent, IAP2 International deputy chair, Ms. Sarah Azam. IAP2 Core Values Award international project of the year winner in 2018 with New Zealand Transport Agency, Mr. Lewis Michaelson, IAP2 trainer and past president and Mr. Ken Smith, former IAP2 International treasurer, 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 Cochrane IAP2 International Chair 2019



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IAP2 International

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IAP2 International

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IAP2 International

Jason "Jay" Vincent, Convener

Jay Vincent is a Stakeholder Engagement Strategist & Outreach Consultant who advises organizations, governments and businesses on effectively engaging the public and their stakeholders in a world transforming from enhanced connectivity. His core expertise is developing online and offline stakeholder engagements programs for businesses and organizations who must convert key organizational and external stakeholders into meaningful and persuasive advocates. More than anything, he is an Outreach Expert. Jay serves as Deputy Chair of the IAP2 International Board and a Director on the IAP2 USA Board.

Sarah Azam

Sarah Azam has worked for the New Zealand Transport Agency for four years after a career in television and radio news in both New Zealand and the United Kingdom. She now leads a team of engagement and communications specialists responsible for the planning and delivery of major transport infrastructure projects across the upper North Island including the country's largest city, Auckland. The NZ Transport Agency won the International Project of the Year award in 2018. Sarah is a champion for embedding best practice engagement and communications within the Transport Agency's organisational culture and ensuring customers are at the heart of decisions affecting their communities.

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.

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IAP2 International

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IAP2 Australasia

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IAP2 Australasia

Ken Smith

Ken has been involved with the challenging and encroaching dynamic of nature, agriculture, forestry and mining and over the past thirty years, has developed a core competency in facilitating between the Proponent, the Interested and Affected Person / Party and the relevant State Administrator of activities in these sectors. As an Environmental Scientist and Public Participation Practitioner, Ken provides a specialised service to promote effective, dialogue leading to sustainable decision-making in these most challenging but necessary developments in Southern Africa. Ken has served on the IAP2 International and Southern Africa boards.

Abbie Jeffs

Abbie 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 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 -2014. Michael has specialised skills ranging from community and stakeholder engagement to project management, facilitation and communication.



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IAP2 Australasia

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IAP2 Canada

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IAP2 Canada

Ann Leadbeater

Anne is the director of Leadbeater Group Pty Ltd, specialising in disaster recovery and community resilience. Her background is in emergency management, community development and adult education, working first in the neighbourhood house sector and then for 16 years in local and state government. Anne has worked with communities recovering from drought, fire, flood and cyclone in Victoria, New South Wales, South Australia and Queensland, and in 2014, she headed up an international team to evaluate the Christchurch Earthquake Appeal for New Zealand Red Cross. Anne was awarded a Medal of the Order of Australia for her work in the aftermath of the 2009 "Black Saturday" bushfires.

Belinda Boyd

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

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.

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IAP2 Canada

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IAP2 Canada

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IAP2 Canada

Anne Harding

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

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" was published by Penguin in 2018. In his spare time, Dave enjoys playing with Legos.

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.

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IAP2 USA

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IAP2 USA

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IAP2 USA

Cheryl Hilvert

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

Marty Rozelle, PhD

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

Doug Sarno

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

Organisation of the Year

City of Boulder

THE PROBLEM & CHALLENGE

The City of Boulder understands that public participation leads to better decisions, well-thought out policies and more resilient communities. We are fortunate to have a highly engaged citizenry. Nearly 70 percent of our community told us they attended a city-sponsored event in 2018. Public hearings frequently last three hours, and in 2017, our city council, representing 105,000 residents, received more than 15,000 emails. We had this "public process thing" all figured out.

Or so we thought. Our confidence began to waver in 2016, when community members started telling us – and city council – that engagement as we knew it was not working for them. Residents said they did not feel "heard" and that decisions seemed to be already made. As we looked around, we realized our discussions were missing the perspectives of key community members, including those most likely to be impacted. Some city work groups were utilizing engagement best practices, while others had no

AWARD

Winner

PROJECT

Boulder: Creating a Meaningful & Inclusive P2 Culture

idea where to start. And dialogue, like in many places across the country, was becoming more divisive.

Motivated to do better, the City of Boulder set out on a path to create a culture of more meaningful and inclusive engagement. This process included an 18-month, community member-driven evaluation of our engagement systems and philosophies, the adoption of an Engagement Strategic Framework in November 2017, and the creation of two centralized engagement guidance positions. We are now starting our second year of an integrated approach to engagement, with common vocabulary, a shared set of goals, replicable processes and a system that supports continuous learning across the organization

and in our community.

Boulder's work – which spans departments, subject areas and a diverse set of stakeholder groups – has been heavily guided by the International Association of Public Participation's core values, code of ethics and formalized training programs.

PROJECT RESULTS & IMPACTS

While Boulder is still in the early stages of this new coordinated approach, there are already some promising signs that we are having a positive impact. In a 2016 community survey, the city received several concerning marks related to residents' confidence in local government. We saw statistically significant improvements when the same questions were asked in 2018.

We are working toward a culture change, within our organization and ultimately throughout our community. The ideal end results will include citywide knowledge of best practices, less siloed engagement, shared vocabulary, increased understanding of the decision-making process, improved community satisfaction, and successful inclusivity programs and guidelines.





Project of the Year

Plan Your Brisbane

The largest planning engagement exercise by a local government in Australia, *Plan your Brisbane* was part of the Council's commitment to develop a community-led charter of principles that would guide the city's future and how the city will accommodate 386,000 more residents by 2041.

Involving more than 277,000 interactions and generating more than 100,000 contributions, *Plan your Brisbane* reached residents from every suburb in the Brisbane local government area from September 2017 to April 2018. One in five households participated in the citywide conversation, which included the following important questions about trade-offs and priorities:

- Affordability: How can we make sure housing is affordable for everyone when demand is high and space is limited?
- Lifestyle: As our city grows, how do we keep it liveable and friendly while creating new lifestyle and leisure opportunities?
- Transport: How do we make getting around Brisbane easier, not harder, with more people

AWARD

Co-Winner

ORGANISATION

Brisbane City Council and Articulous

choosing to live here?

 Greenspace: How can we create greenspace and leisure areas with more people and limited land?

A three-phased engagement program, based on pre-engagement workshops and resident focus groups to guide the process, tackled the complexities of growth from a grassroots approach, using structured question design.

Plan your Brisbane delivered 20 types of engagement activities, generating more than 15,000 unique ideas by everyone from primary school students to senior residents. The effort featured the following engagement activities:

 Queensland's first intergenerational planning forum, which included representatives from millennials to retirees

- A digital gamification tool and game survey that achieved greater reach than any previous engagement tool of its kind
- More than 100 pop-up events across the city, generating more than 6,000 resident interactions
- A student postcard competition that received almost 2000 entries from 93 schools
- A mobile film competition with films made by and voted on by residents
- Industry roundtable sessions
- Online and hard-copy surveys
- Thirty-two school workshops with more than 900 students

Plan your Brisbane community engagement has created a legacy of community-driven ideas about how to plan for the future and informed the charter of principles, Brisbane's Future Blueprint. The blueprint outlines eight principles and 40 actions to help ensure our city thrives as a friendly and liveable place for future generations. Brisbane's Future Blueprint is underway and represents Council's continuing commitment to the community.

Pre-Engagement	Phase 1:	Phase 2:	Phase 3
	Values, Strengths,	Preferences and	Release Community-Based
	Challenges	Priority Actions	Charter of Principles
Use existing data plus undertake pre-program engagement	Understand community values by mapping strengths and challenges and by tackling key concerns and aspirations for managing growth	Understand community preferences and priority actions for managing growth of 386,000 more residents by 2041	Release of Brisbane's Future Blueprint

Project of the Year

PedPDX: Portland's Citywide Pedestrian Plan

THE PROBLEM & CHALLENGE

With limited resources and unlimited needs, Portland's population is growing, and the City must address its most important pedestrian infrastructure needs. Despite the City's consistent investment in the pedestrian network over the last 20 years, significant gaps and shortcomings remain. Everywhere we look, we see places that need to be improved for walking.

PedPDX sought identify needs and direct resources to locations with the greatest need first, based on community priorities. The framing of PedPDX was established through consultation with the City of Portland Pedestrian Advisory Committee and Portland Commission on Disabilities.

PROJECT RESULTS & IMPACTS

The project sought sincere depth and breadth of engagement and leveraged resources to elevate compassionate solutions. To help achieve those goals, the PedPDX Community Advisory Committee

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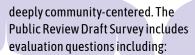
Co-Winner

ORGANISATION

City of Portland Bureau of Transportation

was created. Members of the Ped-PDX CAC served for the duration of the planning process and provided feedback that was integrated into the plan, including a significant role in shaping the plan's vision, mission, goals and objectives. Sample methods included a priorities survey, a young engagement workshop, "Walking While Black" focus groups, a disability workshop, mapping workshops, an online public review draft survey, and "view and review parties." They engaged with over 6,000 Portlanders including significant engagement with young people, people with disabilities, and minority populations.

The Public Review Draft represents our achieved goal of a proactive, programmatic approach for addressing pedestrian infrastructure needs. It is both data-driven and



- How well does our equity, safety, and demand approach reflect what we heard in the walking priorities survey?
- How well do you feel the public has been engaged in PedPDX?

As of the last time we checked, both are rated the highest: 5 stars!

The plan's mission, vision, goals, and objectives also support the top priorities that Portlanders said they have for walking: equity, safety, and demand. These priorities have guided the directions in which the City first will invest in pedestrian improvements such as safe crossings and completed sidewalks, and community-sourced strategies and actions to fulfill the plan's vision. This plan is uniquely, deeply shaped in every way by the public, from the core of the framework, to Neighborhood Walkways in the Priority Pedestrian Network, to the implementing strategies developed by the community. The lasting impacts will be high and include increased transportation funding dedicated to implementing the community's priorities.





Research Award

PRR, Inc.

THE PROBLEM & CHALLENGE

While there are widespread resources for how to best conduct public involvement, there are few practical or validated methods to gauge the effectiveness of public involvement. This research addressed this gap by developing rigorously tested surveys and scoring tools that agencies can use to measure the effectiveness of their public involvement from both the public's and the agency's perspectives.

Our goal was to create the best possible tool that validly measures the effectiveness of public involvement, while also being user-friendly and "doable," given the typical constraints agencies face.

A team of research and public involvement experts developed a toolkit for evaluating the effectiveness of public involvement and tested it on three major transportation projects. The Public Involvement Effectiveness Measurement toolkit enables agency professionals to track performance throughout the project lifecycle, identify strengths and weaknesses of public involvement activities, and inform decisions about the best way to allocate resources.

PROJECT RESULTS & IMPACTS

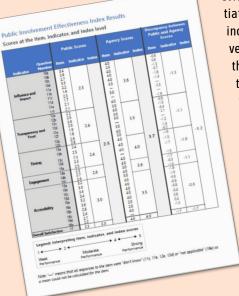
The toolkit includes a paper version of the survey for use with the public, an online version of the survey for use with the public, an

AWARD

Winner

PROJECT

Measuring Public Involvement Effectiveness: An Easy to Use Toolkit



online version of the survey for the agency to score itself (and provide documentation/evidence to objectively substantiate their ratings), the spreadsheet-based scoring tool, and guidelines for using and scoring the surveys.

The survey for use with the public is composed of 38 questions divided across several areas, including six indicators of effective public involvement. Most of the questions are rated on a five-point scale of strongly disagree to strongly agree, with "don't know" and "not

applicable" response categories also available.

The online survey for use by the agency is composed of 39 questions divided across several areas, including six indicators of effective public involvement. The agency version of the survey also includes space for the respondent to indicate the type of documentation or evidence they have to substantiate their ratings. Because the indicator items on the agency version are identical to those on the public version, it is possible to compare the ratings on these items from both the public and agency perspectives.

The scoring tool is in a Microsoft Excel workbook and automatically calculates the geometric mean for each survey item and indicator. It also calculates the overall index score and a measure of discrepancy between public and agency scores.

The results of the scoring are then presented in the concise summary reports for use by the agency.

Project managers from all three of the test projects found the summary reports easy to read and very useful. In particular, they mentioned the demographic comparison section and the table showing the public and agency ratings on each of the survey questions to be useful in evaluating how they are doing and for informing adjustments to the public involvement process.



Organisation of the Year

Queensland Urban Utilities

As a provider of essential water and sewer services, there are many elements of business at Queensland Urban Utilities (QUU) which interest the community and also significantly impact them, particularly during planning and the delivery of essential infrastructure projects and maintenance works.

QUU started its IAP2 journey in 2015 and now, four years on, has fully transformed its business model to embrace customer-centric engagement as core business across the organisation.

Established in 2010, QUU is a statutory body delivering 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 livability of [its] communities." To achieve its purpose and uphold its organisational values of "Participation" and "Customers and Community," QUU has enshrined IAP2 Core Values in its Customer and Community Engagement Policy (2016) and online Community Engagement Manual (developed by a working group in 2016 and updated in 2019).

QUU's commitment to the IAP2

AWARD

Winner

PROJECT

Doing it With Us, Not for Us – A Whole of Business Approach to Customer-Centric Engagement



Core Values of Public Participation is also embedded in its 2023 Corporate Plan, which states: "Our strategic direction is underpinned by our commitment to customer-centricity; every decision we make is considered through the lens of our customer" (July 2018).

QUU's IAP2 journey is ongoing and supported by the Community Engagement Capability Centre (CECC), which operates out of the newly established Community Engagement Division (2018). Endorsed by the Executive Leadership Team and Senior Management, the CECC is the culmination of foundational work that has occurred since 2016.

The CECC is underpinned by the Community Engagement Governance

and Reporting Framework, which was endorsed by QUU's Board in 2018. The fully integrated organisational structure includes eight IAP2 specialists who are embedded across key business areas, a Community of Practice for contractors and a resource hub that provides leadership, strategic advice and engagement templates and tools that support best-practice engagement.

Over the past four years, QUU has progressively moved from "inform" to "collaborate" on the IAP2 Spectrum, as the organisation acquired the necessary skills to confidently "open the window of vulnerability." In doing so, QUU has come to appreciate the value-add provided by proactive issue, risk and reputation management and has embraced and integrated customer-centricity as a core business value.

QUU has also adopted a leadership position in an unregulated operating environment by developing its own Customer Engagement Strategy, which aims to better align services and capital investments with the long term interests and needs of customers and communities.

As a result, customer-centric engagement is now integrated into business planning, customer service and project management. This

Continued on Page 13

"Over the past four years, QUU has progressively moved from 'inform' to 'collaborate' on the IAP2 Spectrum, as the organisation acquired the necessary skills to confidently 'open the window of vulnerability.' "

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achievement represents a transformative journey that internal staff embraces, and a paradigm shift from informing customers to a readiness to collaborate on design feasibility, policy initiatives and construction methodology.

QUU will embark on the next phase of its IAP2 journey in mid-2019 – a first-ever voyage of discovery with a Community Planning Team using customer-based design and collaborative engagement methodologies to identify innovative project solutions in the early planning phase.

Queensland Urban Utilities'
model of customer-centricity





Organisation of the Year

VicRoads

In 2016, VicRoads made a conscious decision to embed the IAP2 Core Values of public participation into all aspects of the organisation and, in particular, decision-making that impacts on the public. This process has been, and continues to be, an improvement journey of individual and organisation-wide capability building to ensure we realise our 5-year engagement strategy vision:

Engagement with Victorians early and often to achieve outcomes that are community driven and make our cities, towns and regions work better.

AWARD

Highly Commended

PROJECT

Committed to the Core Values for Public Participation & Putting our Customers and Community First

Victoria is facing a period of unprecedented growth. Melbourne is predicted to grow from 4.5 million people to almost 8 million by 2050. The rest of Victoria's population is predicted to double to around 2 million people over the same period. Victoria continues to attract migrants from all over the world, and the 2016 census data revealed we are home to one of the most culturally diverse societies in the world.

Roads touch people's lives in a way that few other services do –roads connect people with health and education facilities, their family and friends, recreation centres and supermarkets. For those who don't drive, our buses and trams also run on the roads. And people with limited mobility who stay close to home have their food, medicines and

"Our community need to know that with everything we do, we have their best interest at heart. The way we design our service and products, how we deliver our programs and projects, and how and when we communicate and engage, is all for the betterment of our community."

other services delivered to them via the roads. It's not surprising that Victorians expect to have access to quality roads and to have a say in what happens on the roads they use.

Our community need to know that with everything we do, we have their best interest at heart. The way we design our service and products, how we deliver our programs and projects, and how and when we communicate and engage, is all for the betterment of our community. These core principles have underpinned the way we do business since 2016.

Prior to that time, VicRoads had a history of doing communications well on construction projects. This then evolved to doing engagement on planning projects and

has since moved to a stakeholder management framework to build relationships irrespective of projects in an area. The next stage of our journey, which we're getting underway now, is community education about our business and discussion about local issues to influence our future programs.

This is a long-term corporate journey for us, which we made a commitment to begin in 2016. Our submission for this award is an acknowledgment to ourselves and our peers of how far we've come, and we're proud of the commitment our organisation has made to engagement core values.

We still have a way to go on our journey – as the engagement culture takes hold, we identify new opportunities to invite public participation into our policy development and decision-making. The journey, for us, will never end.

Since our award submission, it was announced that from 1 July 2019
VicRoads would merge with the
Department of Transport (DOT) and
Public Transport Victoria under the
banner of DOT. Although we're not
sure yet what the new structure and
resourcing looks like, we're determined that the work we've done and
the plans we've made will form the
foundation of the engagement function at DOT, and lead to even better
outcomes for the community as part
of an integrated transport function.





Project of the Year

Plan Your Brisbane

See Page 9 for details.

Winner

AWARD

ORGANISATION

Brisbane City Council and Articulous

CATEGORY Planning





Organisation of the Year

City of Kingston

THE PROBLEM & CHALLENGE

The City of Kingston's 2015-2018 Strategic Plan, developed to address council-defined priorities, identified transparency and citizen engagement as an initiative under its "Open Government priority," which noted:

"Community participation is critical to finding meaningful and innovative solutions. Engagement and communication are keys to success."

AWARD

Winner

PROJECT

Engaging on Engagement to Develop and Implement a Culture of P2

While many City employees were regularly consulting with the public, there was a need for a consistent approach to engagement that promoted and fostered participation,

innovation, inclusion, transparency and accountability. After the Public Engagement Framework was created, the implementation plan would be developed to ensure a consistent corporate-wide approach to public engagement.

PROJECT RESULTS & IMPACTS

In 2016, the City began consulting with residents, Council and City employees, in person and online, to develop the Public Engagement Framework and the Public Engagement Charter. The consultations included workshops,

"While many City employees were regularly consulting with the public, there was a need for a consistent approach to engagement that promoted and fostered participation, innovation, inclusion, transparency and accountability."

presentations, focus groups, surveys, open houses and oneon-one meetings through several stages. Four versions of the Public Engagement Framework document were presented to participants.

Created with the benefit of public input, the framework and charter were approved by council on Oct. 3, 2017; since then, they have guided consultation efforts including 118 engagement sessions and 61 online engagements.

The Public Engagement Framework is based on these key principles:

- inclusivity
- early involvement
- · timely communications
- · respect



- · transparency and accountability
- · clear and coordinated approach
- · continuous improvement

The framework includes guidelines for participation, outlines the five stages involved in planning for engagement, and outlines the roles to initiate change, including the roles of residents, Council, and City employees.

The Public Engagement Charter is a one-page document that outlines the City of Kingston's commitment

to making public engagement a priority via an online engagement website (Get Involved Kingston) and ongoing public participation training for City employees and Council.

The City is proud to say that Kingston truly is an engaged community. Eighteen months into the implementation of its Public Engagement Framework, the City of Kingston has made planning to engage with residents a priority in its project planning process. From March 25 to April 15, 2019, the City asked residents, Council and employees for input on the Public Engagement Framework, Get Involved Kingston and their public engagement experience. Input received will be reported to council in June.



Canadian Partnership Against Cancer

THE PROBLEM & CHALLENGE

Cancer is one of the biggest healthcare problems we face in Canada. In your lifetime, chances are that you or someone you care about is—or will be—affected by cancer. Canada's first plan to fight cancer was created back in 2006 and was called the Canadian Strategy for Cancer Control. Since then, there have been some important improvements in how we prevent and screen for cancer, and in diagnosing, treating and caring for people with cancer. Despite progress, there are growing and new challenges.

Canada's population is getting older – seniors will make up 25% of our population in the coming years. People aged 65+ are more likely to develop cancer, so more seniors means more cancer cases, more people in treatment and more home and family supports needed. Some people have longer wait times for cancer care than they should, which adds to their stress and affects their overall health. Research shows that poorer Canadians are less

AWARD

Winner

PROJECT

Canadian Strategy for Cancer Control – Underserviced Population Engagement

CATEGORY

Diversity & Inclusion



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Continued from Page 16

likely to get screened, wait longer for treatment, and are more likely to die from the disease. Finally, some people in Canada face barriers getting the cancer services they need, like those who live in rural and remote communities, including some First Nations, Inuit and Métis people, new immigrants, those who do not speak English or French, and people who are poor.

With these challenges in-mind, the Minister of Health tasked the Canadian Partnership Against Cancer to develop a refreshed cancer control strategy for Canada. The Partnership was created by the federal government in 2007 to serve as the Strategy's steward.

PROJECT RESULTS & IMPACTS

Participants shared powerful stories and identified important problems with cancer care that had a transformative impact on the Partnership's



thinking and work in cancer control. As a result of feedback from participants in this diverse and inclusive process, one of the five priorities in Canada's new cancer plan (the "Canadian Strategy for Cancer Control") will be eliminating barriers that some Canadians face in accessing the cancer care they need. In addition, a plain-language, accessible "Conversation Guide" tool was developed specifically

for underserviced engagement. This guide presents complex issues like barriers to access in easy-to-understand ways that are accessible for all literacy levels.

Finally, the Partnership's Indigenous-led and owned process is a groundbreaking approach in health care in Canada and represents an important step towards Peoples-specific, self-determined cancer care.

"A plain-language 'Conversation Guide' tool developed specifically for underserviced engagement presents complex issues in easy-to-understand ways that are accessible for all literacy levels."



Organisation of the Year

City of Boulder

See Page 8 for details.

AWARD

Winner

PROJECT

Boulder: Creating a Meaningful & Inclusive P2 Culture







Project of the Year

PedPDX: Portland's Citywide Pedestrian Plan

See Page 10 for details.

AWARD

Winner

ORGANISATION

City of Portland Bureau of Transportation

AWARD

General Project









Ivanplats – Bonega Trust, Sustainable Livelihoods Through Asset Mapping

THE PROBLEM & CHALLENGE

Ivanplats is an international platinum mine. As part of its community outreach, Ivanplats established an umbrella trust for community projects. The Bonega trust runs in partnership with 20 communities that surround Ivanplats' mining operations in Mokopane Limpopo.

Community development in South Africa faces a variety of challenges. Historically, companies have rolled out projects without community consultation and have not succeeded at promoting sustainable development. Due to a lack of consultation and consideration of the needs and interests of communities, people grow disillusioned and hostile towards companies.

AWARD

Winner

ORGANISATION

Aurecon South Africa (Pty) Ltd.



This is especially the case for mining communities. The predominant feeling in mining communities is that companies are here to extract their resources, create an environmental mess, disturb livelihoods and leave them with nothing.

This situation has had very unfortunate results. Violent protest action is commonplace. People get hurt, assets are destroyed, and development is frozen. This is particularly disheartening as those who are most in need of development and those most affected by mining operations

descend into ever lower state. This, in turn, fuels resentful attitudes and a cycle of despondency sets in.

Aurecon's Communication and Stakeholder Engagement team was chosen by Ivanplats and Bonega trust to facilitate a process of project identification within 20 affected communities for community benefit, for funding by the trust. The team had to create a new approach to bring about much-needed change. The only way selected projects could make a meaningful impact and lead to lasting development was if communities themselves had the primary role in identifying and running projects. The projects had to leverage the strengths and skills that already existed within communities in order to respond to the particular needs therein.

Our challenge was: How do we best consult with communities and the most affected individuals to facilitate a process of project identification that will result in community owned initiatives and sustainable development?

"The only way selected projects could make a meaningful impact and lead to lasting development was if communities themselves had the primary role in identifying and running projects."

PROJECT RESULTS & IMPACTS

As a result of our engagements, projects specifically designed to meet the above-mentioned criteria were identified for community benefit in each area. Projects included the following themes:

- farming (of crops and animals)
- · building
- repairs
- skills development
- services for the elderly, very young, disabled and orphans
- · recycling
- rehab centres
- various services and start-ups linked to community assets, in alignment with mining industry needs for future job security

Regular evaluation and supervision by the Aurecon team kept the process on track during all phases of the yearlong initiative. Due to thorough project management as well as the extensive networks and relationships we formed through hours of engagement, even the biggest hurdles were overcome and transformed into successes.

Knowledge databases were a further result of the project. The Aurecon team is also actively involved in securing future engagements by offering the client our services in taking projects to the next level and facilitating the multi-phase development rollout. We must ensure that the potential of a year of intensive engagement is brought to fruition for the community's benefit.





2019 IAP2 Regional Project Category Winners and Finalists



Community Development

City Futures Innovation

Like all cities around the World, the City of Logan faces a host of emerging challenges and opportunities: climate change, population growth, congestion, environmental pressure, new technologies and global markets. We also live in exciting times: new technologies, commerce, social relations, governance, and connection.

In early 2017, Logan City Council committed to an ambitious program of innovation and smart technology engagement, resulting in the development of a City Futures Strategy and the collaborative implementation of that strategy with community, industry and researchers. The two-year journey to date has been based on extensive community engagement, using a mix of collaboration and co-creation with community, industry and other regional and international governments.

At its heart of the engagement has been building the capacity of citizens to identify the challenges and opportunities to address, and to innovate to develop new ideas, technology or methodologies to improve the lives of citizens or cities. Community development through civic innovation and citizen

AWARD

Winner

ORGANISATION

City of Logan, Delos Delta and Articulous



Oarticulous

capability will enable the City of Logan to succeed and thrive in the face of these emerging challenges and opportunities.

In line with community development processes, the City Futures program seeks to bring community members together to take collective action and to generate solutions to local problems, which are measured through a series of community wellbeing measures such as economic, social, and cultural. Through the process of engagement, communities build capacity and resilience.

The engagement journey can be broken into 3 phases:

 Phase 1: Understand shared community and industry needs and issues and to generate local solutions around how

- to foster greater innovation in the City of Logan
- Phase 2: To develop a 5-year strategy (City Futures Strategy) to establish Logan as a City of Civic Innovation
- Phase 3: Collaborative implementation of initiatives within the City Futures Strategy to build capacity within communities to create a home for civic innovation whereby communities are provided the infrastructure, training, support and programs to develop local solutions, and locally-developed commercial entities that create innovation.

The three-phased engagement program, which is based on collaboration and empowerment with community, has sought to partner with community to develop a strategy to enable innovation, and work collaboratively with community to develop the capacity, skills, support and infrastructure to create a City of Civic Innovation, where community leads to the innovation of a city.

Involving more than 1,000 people in deep engagement during Phase 1 and Phase 2, the Strategy is being implemented with community during Phase 3 over 5 years.

In line with the IAP2's Core Values, and the IAP2 Australasian Engagement model, the engagement

Winners and Finalists

process has involved both decisions to be made, and implementation of those decisions.

Innovation has been a core element of the engagement process, and has included the following components:

- The release of the largest number of open data sets by any local government in Australia, which will give free access to the community of the data and information required for true community-led innovation and to enable the community to identify the right problems to solve.
- Logan's first Innovation Summit

 designed to build community
 capacity around smart cities,
 innovation and technology, while
 also understanding community
 needs and priorities
- Using hackathons where community members, young people, students, entrepreneurs and staff create solutions to local challenges identified by the community and Council
- An avatar survey of community to map their preferences for how to be engaged

- Mapping possible ideas based on their ability to make transformative vs step changes
- Co-creation of a network of innovation and co-working jobs with community, innovators and industry across Logan
- Establishing Logan as an urban innovation living lab – where the community participates in city-wide trials, tests, and experiments to create learn and improve innovation efforts



Community Development

Discover Cumberland

Discover Cumberland is a free civic education program which has been developed to meet the unique cultural and linguistic needs of the Cumberland community. The program aims to raise awareness of Council services and democratic processes and increase access to Council services and encourage participation in civic life. Discover Cumberland is a joint initiative between Council's Community Development team and Resource Recovery team to meet shared

AWARD
Highly Commended
ORGANISATION
Cumberland Council



objectives, developed in response to ongoing consultation with residents, schools and community organisations. Groups of residents participate in experiential learning through interactive workshops and bus tours, led by bilingual community educators. Since its launch in late 2018, the program has reached 313 residents and seen an increase in the levels of awareness of participants from 35% rating themselves as having a 'high level of understanding' at the start of the program, to 80% at the conclusion.

This program demonstrates a change in Council's model of service delivery – from Council driven design to person-centred design.

Continued on Page 23

2019 IAP2 Regional Project Category Winners and Finalists

Continued from Page 22

This has been achieved through extensive community consultation. The idea for an experiential educational program came from consultation with newly arrived and migrant communities as an effective method for raising awareness and behaviour change. Council has also changed our way of working internally, by collaborating across departments to achieve shared objectives — by sharing resources and expertise to engage with our community more effectively.

For Council, this program is also pioneering a new way of communicating and engaging with residents from newly arrived and migrant backgrounds. Through recruiting and training six bilingual community educators (who speak 11 community languages), Council is working to overcome communication barriers which prevent residents from knowing about or accessing Council in the first place. Council has also used community networks to target promotion of the program to newly arrived and migrant residents.

The extensive community engagement process to develop and deliver this program has involved over 250 individual participants. Their involvement includes the following activities::

- Identifying the program need and primary beneficiaries
- Identifying the program aims and objectives
- Identifying the program methodology (such as a bilingual educator option to reach newly arrived residents, translated resources, experiential learning methodology, bus tours, use of visual and simple English tools)
- Shaping and reviewing the development of educational resources which will be relatable and relevant to the communities of Cumberland (such as residents booklet translated and videos)
- Promoting the Bilingual Community Educator positions through local networks
- Advising on the best way to promote the program and generate group bookings

- Assisting with booking groups into the program
- Providing continuous feedback on the program delivery

In many ways, Discover Cumberland aims to inform residents in Cumberland about the services, decision-making processes and how they can have their say on matters which affect them in their local community. Council plays a critical role in encouraging and representing a vibrant and active civil society in the local area. By informing residents about how they can participate in services and decision-making processes, this is the path which facilitates residents to take the next step of involvement and influencing decisions on a range of issues which matter to them in their local area.

This makes Discover Cumberland a leading model for generating widespread public participation in a local government context, as it seeks to address barriers to participation and to actively seek out and inform residents who may often be excluded from participation in services and decision-making processes.

"The idea for an experiential educational program came from consultation with newly arrived and migrant communities as an effective method for raising awareness and behaviour change."

2019 IAP2 Regional Project Category Winners and Finalists



Disaster and Emergency Services

Stony Creek Recovery and Rehabilitation

The engagement process for the Stony Creek Recovery and Rehabilitation project sought community input into recovery from the most significant waterway pollution event in Melbourne in almost 30 years.

Stony Creek is an urban waterway that flows through Melbourne's western suburbs to the Yarra River. On Thursday 30 August 2018, a warehouse in West Footscray housing toxic chemicals caught fire and burned for two weeks. The fire had a catastrophic impact on the popular creek and adjacent Cruickshank Park in Yarraville. The toxic fire runoff that washed into the creek resulted in a significant loss of flora and fauna, including approximately 2,500 dead fish and other animals. For several days after the creek exceeded safe guidelines for human health. The incident also created outrage and frustration in the community.

The huge impact that the incident had on both the environment and the community required a matching response. As one community member stated, "It is an unprecedented event so it requires unprecedented action, not just feasible and in

AWARD
Highly Commended
ORGANISATION

Melbourne Water



Enhancing Life and Liveability

line with existing policies."

This submission relates to the immediate response to the disaster and the first three phases of the engagement process to develop a rehabilitation plan. This included a large-scale, multi-agency approach in the immediate aftermath of the fire that gave a highly outraged community space to voice their concerns and be heard and helped to shift the conversation from disaster to recovery.

The response to rehabilitation of the much-loved and valued creek called for nothing less than a collaborative approach. Working with leading facilitator Max Hardy, we designed a process to motivate, inspire and involve the local community in the development of a rehabilitation plan. This provided the public

with an opportunity to share their values and aspirations for the rehabilitation, identify and prioritise outcomes and have input into actions to achieve those outcomes.

We sought to innovate through the use of story-telling and deliberative workshops, and despite the immediacy of the disaster we used the project as an opportunity to demonstrate leadership, align outcomes with the Healthy Waterways Strategy and Waterways of the West initiatives, and strengthen relationships with the community and other stakeholders.

The recovery continues to be coordinated across multiple agencies.

Melbourne Water has been working with Maribyrnong City Council, the Environment Protection Authority and the Department of Health and Human Services since the incident, and we continue to work closely with these agencies as well as the Department of Environment, Land, Water and Planning (DELWP), Parks Victoria, Hobsons Bay City Council, and Victoria Police to manage the cleanup.

The engagement process will continue throughout 2019, with the release of a draft rehabilitation plan in June for community feedback and further collaboration with agency partners to finalise the plan.

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2019 IAP2 Regional Project Category Winners and Finalists



Environment

Koala Conservation

In early 2017 the protection and conservation of the Gold Coast koala population and their natural habitats were identified as key objectives for the City of Gold Coast. This included the development of a Koala Conservation Plan, which aimed to ensure the long-term sustainability of koalas on the Gold Coast.

Previously there had been independent plans developed in several different Gold Coast regions, however a citywide approach to koala conservation was required.

The City adopted a community driven development framework where community engagement was central to the development of the Koala Conservation Plan. Key strategies including asset-based community development and innovative methodologies were used throughout the following three stages of community engagement:

Stage 1 / Dates: 31 January-21 February 2017

A citywide survey designed to inform the community of the draft Koala Conservation Plan and provide the opportunity to contribute to the development of the Plan.

Stage 2 / Dates: May-June 2017

As a result of the engagement from Stage 1 the draft Koala

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Winner
ORGANISATION
City of Gold Coast

GOLDCOAST.

Conservation Plan was developed and presented to Council and the City Planning committee. It was resolved that the draft plan go back to the community with another engagement survey before being endorsed to ensure all community feedback had been incorporated and addressed.

Stage 3 / Dates: January 2017 to current

As almost half of Gold Coast koala habitat exists on private property, the ultimate success of koala conservation here is reliant on the ongoing commitment, participation and awareness from the community to partner with the City in conservative action.

Stage 3 of the engagement specifically focuses on ongoing partnerships with community, key stakeholders and koala advocacy groups by ongoing communication, education and collaboration.

METHODOLOGY

The success of koala conservation required us to gain support and input of key stakeholders, residents and the media as they would be influential in the ongoing success of the plan. The City achieved this through meaningful engagement via tried and tested engagement methods as well as innovative approaches including the following methods:

- Virtual reality koala surgical educational videos shown to school groups and community forums
- Community outreach and education forums and events
- Online community hubs with koala news, sightings and photo upload opportunity
- · Key partnerships
- Drone photography of koalas
- · Positive media stories
- Koala food and tree planting days

These are just a few of the different methods utilised to engage the community. Overall the engagement received overwhelming endorsement by the community and stakeholder groups with a 92.8% satisfaction rating for the City's approach to koala conservation in the Koala Conservation Plan for the Gold Coast.

Winners and Finalists

OUTCOMES

Following a successful community engagement in 2018, the City of Gold Coast made national headlines by introducing an Australian first with a \$10.85 million "Koala Fund" to protect the furry mammal and conserve its unique biodiversity. In early 2019, Gold Coast Council voted to make the first purchase under this newly created Koala Fund, which consists of a significant 400 hectare land parcel in the Coomera region to be set aside for

the preservation and protection of the species into the future.

The purchase will be the materialisation of just one of the 62 recommended conservation actions arising from the Koala Conservation Plan. The Council adopted the final Koala Conservation Plan following a successful community engagement in 2017.

The success of the engagement has significantly contributed to koala conservation in our city.





Indigenous

Dengue Out Program Northern Peninsula Area Cape York Qld

Working Visions led the Community Engagement and Communications Strategy planning and delivery for the Tropical Public Health Service (TPHS) Cairns, on the Dengue Out Program.

The Dengue Out Program is a collaboration between Tropical Public Health Service Cairns, the World Mosquito Program (WMP) and the Northern Peninsula Area Council (NPARC).

This ground-breaking program was carried out on the Northern Peninsula Area (NPA) of Cape York,

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Co-Winner
ORGANISATION
Working Visions



which is made up of three Aboriginal communities – Umagico, Injinoo and New Mapoon; and two Torres Strait Islander communities – Seisia and Bamaga. The NPA region is approximately 1,000 kilometres north-west of Cairns by road. NPA is the first Aboriginal and Torres Strait Islander community to be part of the World Mosquito Program's global Wolbachia project.

The Dengue Out Program aim was to establish Wolbachia across the five communities, within the NPA Aedes aegypti mosquito population entirely through egg releases, at a low cost and with strong support of the public and key stakeholders.

The Community Engagement and Communications Strategy was underpinned by the IAP2 Spectrum and the Cairns and Hinterland Hospital and Health Service's (CHHHS) model

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Winners and Finalists

Continued from Page 26

of participation. The TPHS is a division of CHHHS.

The Community Reference Group (CRG) was integral in the success of engagement activities and in approving the Program to proceed in the community. CRG members represented local Traditional Owners, Council, health, sporting and community members, acting as advisors and community champions. NPARC's Mayor was appointed as CRG Chair.

Local staff were recruited into the field team and a local Community Engagement Coordinator provided a crucial conduit between the Program and community.

As a community-led model, the success of the scientific and field

component of the Program depended on community support. Weather, including two cyclones, torrential rain and flooding impacted engagement activities, as did community Sorry Business.

However, with strong community support from local residents, almost half of households hosted mosquito release containers (mozzie boxes) and mosquito monitoring traps.

Planning for the project commenced in February 2018, engagement activities commenced n late October 2018 until late January 2019. With CRG approval, mosquito releases commenced in February 2019 and extended to mid-May.

For 12 weeks, each week, the field team delivered Wolbachia mosquito eggs, food and water to mozzie

boxes hosted by 380 local house-holds. As the Program's Wolbachia mosquitoes emerged, breeding occurred with local Aedes aegypti mosquitos, effectively halting dengue transmission. A further 80 households assisted the Program by hosting mosquito monitoring BG traps as their home for over a year as mosquito numbers and types were mapped, providing a crucial local mosquito database.

Engagement and communications risk monitoring and evaluation was carried out and reported to the project team and CRG at regular intervals. Given the collaborative nature of the Program, partnership communications was monitored and maintained, with challenges including working across time zones and geographical locations globally.



Blacktown Native Institution

Having faced the first wave of colonial dispossession, Dharug families and communities have endured further discrimination with little formal recognition, even from Aboriginal land councils.

This means that, until recently, the

Dharug communities have not held any land.

Working together over many years with the Dharug people, GHD, Landcom, Blacktown Arts (Blacktown City Council) and C3West (Museum of Contemporary Art), are very proud to have been involved in this history-making occasion of returning the Blacktown Native Institution land

Native Institution (BNI) is one of the earliest known sites of Australia's Stolen Generations policies, where Aboriginal children were removed from their families. With a long history of distrust of the government and competing ideas for use of the site among stakeholders and community, developing a shared vision and way forward for this

Winners and Finalists













Museum of Contemporary Art Australia

significant site was a challenge for owner of the site, Landcom.

Landcom engaged GHD in 2012 to prepare a Draft Plan of Management (PoM) for the site and facilitate transfer of the site to a new owner. Consultation with Dharug community members in 2013 revealed not only their deep connection to and sense of responsibility for the site, but also a strong desire for the site to return to Dharug ownership and care.

The complexity of achieving this resulted in a six-year-long engagement project. Following a process determined by the Dharug people themselves, and establishing an Interim Working Group of Dharug representatives, empowered them to be directly involved in the decisions made about the future of the site.

The Interim Working Group would report back to the broader community through their family and community networks, and through several community workshops.

These discussions directly informed the future opportunities for the site. Engagement with the broader community was also facilitated through:

AWARD

Co-Winner

ORGANISATION

- Dharug Strategic Management Group Ltd
- Landcom
- GHD
- Blacktown Arts
- C3West (a program of Museum of Contemporary Art Australia)

a series of artist activations and community events on the site initiated by Blacktown Arts in 2013; and several ongoing arts projects over the next five years. The Blacktown Native Institution Project, a collaboration with C3West in 2014-15 and 2017-2018, brought Aboriginal artists together with community to develop a vision for the future of the site through creative exchange.

The Blacktown Native Institution

Project provided an interactive and interdisciplinary way to blend cultural and artistic expression with discussions about the site. The Project provided an avenue to bring Dharug people together in a positive, innovative, and culturally appropriate way, and enable them to input into decisions about the future of the site.

In 2017, Landcom and GHD supported the Interim Working Group to establish the Dharug Strategic Management Group (DSMG) Ltd, a not-for-profit organisation representing the interests of all Dharug people. This was a critical prerequisite to Dharug ownership and management of the land.

In late 2018, the many years of meetings, discussions, workshops, Artist Camps, storytelling, dancing and artistic expression culminated in a community corroboree on the site. The corroboree brought Dharug and other Aboriginal people together with DSMG Ltd, Landcom, Blacktown City Council, Blacktown Arts, C3West and GHD to celebrate the historic act of true reconciliation – Landcom returned the BNI site to the Dharug people.

2019 IAP2 Regional Project Category Winners and Finalists



Indigenous

Uluru-Kata Tjuta National Park – Media Industry Guidelines

Uluru-Kata Tjuta National Park is a place of profound natural and cultural significance, and its rugged landscape holds a millennia of traditional knowledge. Photographers, filmmakers, media and artists travel from across the world travel to capture the iconic views of Uluru and Kata Tjuta.

PROJECT

True North was engaged (as Michels Warren Munday) to review and update Uluru-Kata Tjuta National Park's Media Industry Guidelines, previously developed in 2005, in consultation with all key stakeholders.

The Media Industry Guidelines are in place to help photographers, filmmakers, media and the tourism industry work on and use images of the park for commercial purposes while balancing the responsibility of Anangu traditional owners over their land and respect for Tjukurpa (cultural law, knowledge and values).

The extensive consultation process included time invested up front with senior Anangu traditional owners to understand their

AWARD

Highly Commended

ORGANISATION

True North Strategic Communication for Parks Australia



values, aspirations and concerns, interviews with key stakeholders from across the media, arts and tourism industries and workshops to bring together key stakeholders, parks staff and Anangu.

True North took advice from stakeholders on how they wanted to be consulted and tailored the approach to individual stakeholders to ensure the consultation was culturally appropriate and ultimately successful.

GUIDING PRINCIPLES

- · Maintain and protect Tjukurpa
- Respect the views of Anangu regarding their culture
- · Be consistent with the

Uluru-Kata Tjuta National Park Management Plan

- Reduce administrative and regulatory burdens
- Increase cost-effectiveness and develop new revenue options for the park and traditional owners.

CHALLENGES

Working with a broad range of stakeholder groups and accommodating the number of different concerns and values can be challenging. The aim of this project was to develop all-encompassing guidelines that are acceptable for all groups, maintain and protect Tjukurpa, and that are easy to understand and use. However, most importantly, the process needed to involve and empower Anangu in the decision-making and help to create sustainable opportunities for the traditional owners of the park.

Other challenges of this project were findings ways to streamline the applications and approvals process, accommodate exponential changes in technology from drones to 3D printing and reduce the administrative burden on the park.

OUTCOME

True North consulted with 18 key stakeholder groups across more than 60 meetings and four workshops to understand stakeholder values and needs to inform

Winners and Finalists

the new guidelines. In addition, seven written submissions were received from stakeholders detailing their concerns and ideal outcomes for the guidelines.

We have been incredibly proud to work on this significant project in

partnership with Parks Australia for the past two years and are pleased that the new guidelines have been approved for release in 2019. A "handbook" to support the guidelines will also be released.

True North partnered with Debbie

Curtis from Floodlight Creative for design of the guidelines and Brooke Summers from Studio B Designs for design of the handbook. Both local Territory companies captured the essence of the park in their wonderful designs.

"True North consulted with 18 key stakeholder groups across more than 60 meetings and four workshops to understand stakeholder values and needs to inform the new guidelines."



NALASIA

Infrastructure – Construction Phase

Wentworth to Broken Hill Pipeline Project

In October 2017, WaterNSW engaged the John Holland and MPC Kinetic Joint Venture to design and construct the \$467 million Wentworth to Broken Hill Pipeline.

The water pipeline was needed to provide Broken Hill with a secure source of water, after battling a long history of critical water shortages, since the new millennium.

The project scope included design and construct of a 270km pipeline, four pump stations, a 720 megalitre storage dam and approximately 40km of High Voltage electrical

AWARD
Winner
ORGANISATION
W2BH



WENTWORTH TO BROKEN HILL PIPELINE







supply. Once constructed, the pipeline would have the capacity to provide Broken Hill with up to 37.4ML per day of raw water sourced

from the River Murray.

In addition to its isolated location, the project had the added pressure of an accelerated delivery timeframe with the forecast that Broken Hill would run out of water by mid-2019. Other challenges included the pipeline route traversing areas of important Aboriginal cultural heritage, difficult geotechnical conditions including hard rock and increased dust in an environment without a ready supply of water for dust suppression. The level of community concern around broader water management issues and the 2019 NSW State Election also added a layer of complexity for the project team to navigate.

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Winners and Finalists

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The project sought to minimise construction impacts on the community wherever possible. The development and implementation of a best practice community and stakeholder engagement program ensured that the community were aware of any upcoming works and that consideration was given to community and stakeholder requests for involvement in decision making wherever possible. To achieve this, the team actively sought out and facilitated the involvement of those stakeholders potentially affected by, or interested in a decision during construction, rather than making decisions in isolation.

The integrated team of WaterNSW and JV personnel worked closely together to deliver consistent messaging, identify whether issues were to do with broader water policy or related directly to the project and quickly resolve any issues that were raised by community members.

To develop meaningful relationships and achieve positive outcomes with the local community during construction, the project team implemented a program that went above and beyond the expectations of a standard construction project, recognising the substantial community and stakeholder interests and expectations that needed to be managed. During the 12 month construction period, the team had several thousand interactions with local community members, businesses, the media and stakeholders.

In addition to standard communication and engagement activities (newsletters, management of 1-800 line, letters, website updates), the team rolled out the following initiatives, which contributed significantly to increasing community awareness and understanding of the project and provided opportunities for meaningful engagement during construction:

- Facilitation of Jobs Open Days and Business Information Sessions to allow local jobseekers and businesses to engage extensively with the project team about opportunities for getting involved with the project during construction.
- Design and delivery of a large driver and road safety awareness campaign
- Facilitation of a Local Representative Committee which included representatives from the community and other key stakeholders.
- Establishment of positive, open and transparent relationships with local media outlets including regular interviews, project updates and provision of photos and video footage for news broadcasts
- Development of a monthly Project Report Card made available to the public that showed progress against a number of project targets including number of local employees, amount of spend in local economies, number of trainees and number of Indigenous persons working on the project.

- Daily face to face consultation with local residents and business during construction in commercial and residential areas of Broken Hill and Wentworth
- Briefings for Senior NSW Government Ministers
- Weekly Council briefings
- Delivery of a school education program for both primary and secondary students
- Briefings and site tours for local community groups
- Development and delivery of a cultural awareness program for the workforce in partnership with local Aboriginal stakeholders.

Establishment of multiple partnerships with local community groups and delivery of a community building program, provide opportunities for the wider project team (including local employees) to engage positively with the wider community outside of a construction setting

Our comprehensive and proactive engagement program, and following through on our commitments around local employment, training and spend, resulted in the project being delivered ahead of time and within budget. Support for the project increased as time passed and we showed the community that the team is respectful, responsible and committed to meaningful public participation.

2019 IAP2 Regional Project Category Winners and Finalists



Infrastructure – Construction Phase

Matagarup Bridge – A New Perth Icon

Matagarup Bridge has changed the skyline of Perth and brought to life the city's exciting new entertainment precinct, featuring Australia's premier big event stadium.

The construction of the 370-metre pedestrian and cycling bridge, connecting Burswood to East Perth and the city, was an incredible feat of engineering. Towering 72 metres above the Swan River, the bridge is enjoyed daily by hundreds of locals and visitors and it provides an important transport link to the stadium during big crowd events. At night, the feature lighting can be seen from several vantage points across the city and the myriad colour combinations provide a new way to symbolise charity and special awareness campaigns in Perth.

Main Roads Western Australia (Main Roads) led the WA State Government project to design and construct Matagarup Bridge after project development by the Public Transport Authority (PTA). York Rizzani Joint Venture, a partnership between York Civil and Italian infrastructure specialists Rizzani de Eccher, delivered the project. Approximately three years of design and construction time culminated in the first public opening of the bridge on 14 July 2018.

AWARD

Highly Commended

ORGANISATION

Main Roads Western Australia





More than 3,000 people had a role in Matagarup's creation, including designers, architects, steel workers, engineers, electricians, concreters and heavy-lifting experts. While everyone's role was important and the technical achievements were remarkable, community and stakeholder engagement was critical to the successful delivery of the completed bridge.

Main Roads oversaw the public participation component from early delivery planning to completion with a project appointed community and stakeholder engagement manager. York Rizzani, who engaged a stakeholder engagement specialist through local consultancy Cannings Purple, employed an equivalent role. The collaboration and team-focused approach between these two senior roles led to outstanding results against mammoth challenges.

The construction program included a period of significant noise disturbances during piling works for the concrete piers supporting the bridge; the need to create an artificial land area by infilling the river with 200,000 tonnes of rock to allow for steel assembly; a 10-week hard closure of a 60-metre stretch of river (preventing anyone from traveling up river or down river); and, a technical requirement to source more than 1,200 people to test the bridge's user experience in a process called dynamic testing.

In the early stages of the project, the team laid the groundwork for positive relationships with the Whadjuk people of the Noongar nation – the traditional owners for the Perth metropolitan area. Regular consultation and input by Whadjuk is celebrated through the naming of the bridge and other features such as a permanent audio art piece.

Through targeted and issues-based programming built on preparation, planning and relationship building, the consultation team delivered bespoke and detailed engagement through face-to-face consultations and negotiations with the Whadjuk Working Party, local resident groups, local governments, regulators, neighbouring enterprises, institutions and special interest groups.

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Winners and Finalists

Continued from Page 32

An engagement approach based on commitments to listen to the needs of stakeholders and act accordingly resulted in tailored management packages assisting commercial operators to temporarily alter their

business model but ensure ongoing operations. In the lead-up to the bridge opening, the team generated public excitement and positive media coverage by turning the technical requirement for dynamic testing events into opportunities for

large-scale public participation.

The consultation approach was honest, adaptive and ultimately acted in the best interests of stakeholders while managing the constraints of a highly disruptive and challenging construction program.



Infrastructure – Construction Phase

NorthConnex

NorthConnex is a 9-kilometre twin tunnel motorway connecting the Hills M2 Motorway at West Pennant Hills with the M1 Pacific Motorway at Wahroonga. The \$3 billion project is a successful example of an unsolicited bid by Transurban, with Government contributions of \$577.3 million from the NSW Government and \$412.3 million from the Australian Government. Lendlease and Bouygues Construction formed a joint venture (LLBJV) to design and construct the project, which is due for completion in 2020.

OUR APPROACH

NorthConnex has delivered a best practice community engagement program to overcome many challenges including public concern about tunnelling and construction fatigue, engineering restrictions, an intense program and project

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ORGANISATION

Lendlease Bouygues
Joint Venture

lendlease



delays. The engagement strategy allows stakeholders to participate in the construction process where possible to deliver sustainable outcomes that benefit the community and which facilitate construction. This objective is underpinned by the project's "good neighbour" approach, which champions respect, openness, transparency and accountability. One-on-one, tailored communication is prioritised

to facilitate collaboration with the most impacted stakeholders, which is complemented by a suite of best practice communication tools aimed at reaching the broader, silent majority.

Examples of the good neighbour approach in practice include the collaboration between residents living above the tunnel and the project team to reschedule trenching work where possible, and to minimise construction impacts by implementing a self-imposed curfew with residents.

The strategy also involves providing access to construction information, so the broader community have an opportunity to engage with NorthConnex. This has been achieved through a best practice presentation program, which has reached more than 5,000 people from western Sydney to Newcastle. A mobile display program, aimed

Winners and Finalists

at taking the project to residents, has included 62 sessions with an average attendance of 100 people.

The team is also committed to leaving a lasting, positive legacy of the project in the community and has collaborated with teachers to deliver an education program to

more than 4,100 students promoting learning in science, technology, engineering and mathematics (STEM).

OUTCOMES

NorthConnex enjoys significant community support because of its inclusive engagement strategy, with a survey of residents in November 2018 finding that more than 80% of people who responded felt information about the project was easily accessible, easy to understand, timely and well-presented and about 65% of respondents felt that communications and engagement for the project went above and beyond what they would expect.



Infrastructure – Planning and Design Phase

Nepean Hospital Stage 1 Redevelopment

In November 2016, the NSW Government committed \$576 million for a major expansion and upgrade of Nepean Hospital and community-based services to provide essential health care for the growing population in western Sydney. First built in 1956, the hospital is undergoing a major transformation to ensure it is equipped to meet the community's health needs now and into the future.

The main objective for the Nepean Redevelopment Stage 1 is to build an innovative and welcoming health facility that would meet the unique health needs of the local population well into the future.







This is particularly important – and challenging – in an area where the community is demographically, culturally and geographically diverse and growing at a rapid rate.

To achieve this, Health Infrastructure – the NSW Government agency tasked with overseeing major health facility projects in the state, formed a multi-disciplinary, integrated project team in partnership with the Nepean Blue Mountains Local Health District to undertake a comprehensive planning and consultation phase. Key stakeholders included both internal and external audiences.

Providing meaningful and tangible community engagement is considered key to the success of the redevelopment and the ongoing trust placed in the Nepean Hospital and the public health system.

Over the past two and a half years, the project's communication and engagement team has developed and delivered a comprehensive program of consultation resulting in more

Continued from Page 34

than 1,000 interactions with hundreds of community stakeholders.

The intent is to translate input from our patients, their families, caretakers and staff into innovative, safe, efficient and accessible design solutions. We want to build anticipation and enthusiasm for the project, as well a sense of community ownership, confidence and pride in the hospital and its future.

Stakeholder consultation also helps the team to identify project risks early, and to put effective mitigation measures in place to manage them.

Meaningful community consultation is a key focus for the project and throughout the planning and design phase, the team regularly demonstrated our commitment to community participation and

engagement. This approach was supported by all members of the project team and was sustained throughout the planning and design of Stage 1 of the Nepean Redevelopment.

Hospitals are essential pieces of infrastructure that everyone will rely on at various stage in their life. That is why we made sure that feedback wasn't limited to people who could dedicate the most time and resources. Our community-centred approach to consultation put the onus on the project team to visit the places where the community is based and in an environment that consumers were comfortable in, rather than limit our interactions to boardrooms and town hall meetings.

The hospital is being co-designed with the active involvement of clinicians, consumers and their carers and staff so that facilities meet the needs of the vulnerable

people who use them. It is the intention that the redevelopment is person-centred, safe and includes therapeutic environments where integrated holistic care is delivered.

Participant satisfaction with the engagement process has been very high over the course of the project, and the team continues to engage with the community to ensure we are meeting their communication and information needs

The Nepean Hospital redevelopment took an approach to be as proactive and open with their consultation process as possible. The level of public participation in the decision-making process was maximised to its fullest possible extent. This contributed to the advancement of public participation in Western Sydney, specifically the Penrith/Nepean Region.

"Stakeholder consultation helps the team to identify project risks early, and to put effective mitigation measures in place to manage them."

Winners and Finalists



Planning

East Fremantle Oval Revitalisation

The East Fremantle Oval precinct within the Town of East Fremantle is about 20km southwest of the Perth CBD and roughly 2km northeast of the Fremantle City Centre. A Class A Reserve for recreation, the precinct includes the East Fremantle Oval (including the East Fremantle Football Club facilities), Locke Park, Sumpton Green Community Centre, the East Fremantle Bowls Club, and the East Fremantle Croquet Club. The precinct also includes housing and the Town of East Fremantle works depot.

Over the past 20 years, an array of Development Plans, Master Plans, Concept Plans, condition reports, conversations, surveys and option discussion have been developed. The precinct is considered so significant to the Town's history and future that it features in all major strategy and planning documents. Although redeveloping the precinct has been a discussion point for over 20 years, attempts to develop plans to revitalise the precinct have been unsuccessful, resulting in opposition and distrust among the community. Opinions about how the precinct might best be best revitalised were fractured and divergent among the wide range of interested and affected stakeholders.

East Fremantle Oval Precinct Revitalisation – Shape Our Future represented

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ORGANISATION

Town of East Fremantle and GHD





a new focus on collaboration with the community to develop a vision for revitalisation through a facilitated consensus building process.

To achieve the "collaborate" level of engagement, a charrette (referred to as a community design forum, facilitated over an intensive four days) was convened to facilitate a collaborative, community-led approach to contemporary concept planning for the precinct.

stakeholders and public participated in an open process of rational and deliberate reasoning that created future options for the precinct. As the engagement process was based on charrette methodology, specific sessions were designed to draw out the needs and interests of all participants. By devising and delivering intensive consultation that created a vision for the future of the precinct and provided systematic evaluation of the costs and benefits, those affected or interested in the decision, worked alongside the broader community to create viable options.

Prior to the charrette, the team had one-on-one interviews, group discussions and telephone calls with a wide cross-section of stakeholders and the community. These conversations revealed insights into the type and level of information required in order for participants to meaningfully participate and allowed the project team to refine face-to-face and virtual offerings. Information provided prior, during and after the Community Design Forum ensured participants had the data, facts, ideas, and background documentation they needed to participate. Input was clearly articulated in the preferred design options for the precinct.

The following efforts helped reach and engage participants:

Winners and Finalists

Continued from Page 36

- Flyers, promotions, and direct written invitations invited all 7,300 residents of Town of East Fremantle and outside stakeholders to be involved
- Social media reached over 1,000 people
- More than 145 individuals

attended workshop sessions and additional people participated through the online design forum

The participation process had a strongly positive impact on the future revitalisation of the precinct, providing the Town with a vision that is supported by its community to underpin more detailed business planning and funding negotiations.





Planning

The Healthy Waterways Strategy: A CoDesign Approach to Refreshing the Healthy Waterways Strategy

We believe that the creation of the Healthy Waterways Strategy is one of the largest and most innovative co-design processes undertaken in Australia to date.

Over a two-year period from September 2016 to October 2018, Melbourne Water worked with the community, government agencies, landholders, Traditional Owners and other Aboriginal Victorians and the development sector to develop a strategy that aimed to protect the

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Melbourne Water



Enhancing Life and Liveability

city's waterways in the face of wicked problems such as climate change, increasing urbanisation, pollution and rapid population growth.

The strategy addresses an area encompassing almost 13,000 square kilometres and containing more than 25,000 kilometres of rivers and creeks, 33 estuaries and in excess of 14,000 natural wetlands. Three

of these wetland complexes are listed as internationally significant under the Ramsar Convention.

Reflecting the complexity of the challenges facing waterways, and the sheer number of people who were affected by the decisions made in forming the strategy, we adopted a co-design framework from start to finish for this project. The process was not planned from the outset, rather it emerged one step at a time. It allowed time for discussion on collaboration and complexity and the challenge ahead. It also supported agility and creativity, trialling different ideas, making mistakes and in some instances, moving with the energy of the group or process at the time.

More than 630 people representing more than 220 organisations participated in a series of workshops

Winners and Finalists

to co-design the process and its implementation, and then to consider the visions and values that would underpin the strategy, key actions, outcomes and targets.

We received more than 2,600 formal comments from stakeholders and the community along the way through volunteer working groups, discussions with Traditional Owners, conversations with Friends and Landcare groups, council meetings, agency discussions, listening posts and pop ups. Our dedicated YourSay engagement portal had almost

43,000 page views and almost 1,900 reports were downloaded.

Emerging from this synthesis of scientific and stakeholder knowledge is a comprehensive framework for each of the five major catchments that provides catchment-specific visions, goals, long-term targets and performance objectives. The final strategy was approved by Victoria's Minister for Water in October 2019.

Our process also included an innovative evaluation approach guided by a theory of change in complex

systems that proposes that activities where people plan and learn generate impacts progressively through levels of value creation.

Analysis of feedback from the last workshop conducted in each of the catchments found participants were committed to the new Health Waterways Strategy and were bringing new ways of thinking and working into their approach to waterways management. An average of 92% of respondents told us that they would advocate for the final strategy.



Extending the Practice – Creativity, Contribution and Innovation in the Field

This is my Neighbourhood Program

THE PROBLEM & CHALLENGE

In 2017 The City of Calgary finished the engagement for the first set of 14 neighbourhoods part of the This is my neighbourhood (TIMN) program. As a result of the engagement the City delivered over 100 small scale community improvements. In 2017 the team started planning the engagement for the next 14. The aim was to maximise the potential of an engagement process and to capitalize on internal collaboration.



ORGANISATION

City of Calgary



The challenge we were presented with is that the project team had three large objectives they wanted

to see in the second set of 14 neighbourhoods. First, they wanted to create internal efficiencies to benefit the neighbourhood(s). Second, they wanted the process to build on the success of the first 14 by going beyond expected community improvement initiatives. Finally, the project team needed the process to be replicable and self-sustaining because the program funding ended after these 14 neighbourhoods.

PROJECT RESULTS & IMPACTS

For the first few months, we worked with the project leads directly to identify the aforementioned

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project objectives. The keystone for this engagement was a clear and easy-to-understand process. With so many moving parts and players, we needed to define and stick to one simple diagram so that we, the project team, all staff and decision makers, and then all neighbourhood participants could use as our common reference. To make this a reality, we designed two parallel engagement processes, which were lovingly named "the two snakes." The one "snake" is the public engagement process where input is collected. The second is the internal City process of how the information is used. To support the communication and collaboration between these two processes we designed training, practice sessions and information just for staff.

A three-phased engagement process was also developed with the project team. We worked directly with them to develop the engagement so that it could be sustainable and continue to meet all program objectives in the future. The materials were developed to be easy-to-use, replicable, and translatable."

The first step was very broad about the community vision. Here we used lessons learned from engagement with the first 14 and existing community vision statements to come up with the most



commonly identified concepts.

Once we got the vision words and the "why's," we collaborated with an engagement vendor, the project team and the City of Calgary's Innovation Lab to design what we now call our "creative seed sessions," at which staff worked directly with community members to come up with improvements for their neighbourhoods.

The final set of questions for prioritizing the initiatives for

implementation were developed by working with the decision makers to categorize each idea generated into high, medium and low impact on the vision/community and to assign how much effort it would take. This was brought back to residents to prioritize.

In the end the project connected with over 45,000 people, generated over 10,000 ideas, and had 122 new initiatives approved with many more off-shoots across the city.



Extending the Practice – Creativity, Contribution and Innovation in the Field

Transparency and Humanization in Technical, Divergent Issues:

The Mobility Pricing Independent Commission's 'It's Time' Engagement Program

THE PROBLEM & CHALLENGE

Metro Vancouver is at a critical juncture in managing its growth with increasing traffic congestion and dwindling projected revenues for transportation. The Commission was tasked with studying and engaging on the key question: How could decongestion charging — the practice of paying to use the roads — be implemented within a broader mobility pricing strategy in Metro Vancouver to reduce congestion, promote fairness, and raise transportation investment?

With affordability and taxation policies viewed differently in terms of fairness, the challenge was gaining input representative of diverse Metro Vancouverites on a complex and technical topic to make the recommendations publicly and politically acceptable.

The project prompted a polarizing public response, set amid rising

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ORGANISATION

Context: An Argyle Company

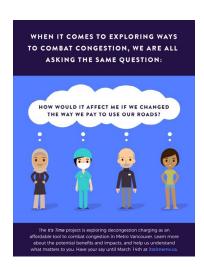
concerns from Metro Vancouverites that the region was experiencing a housing affordability crisis.

Just prior to project launch, the newly elected NDP government announced the removal of the region's bridge tolling system — a form of mobility pricing as part of its promised affordability measures. This exacerbated typically low public support for new tax policies and polarized the conversation about fairness — one of the Commission's objectives.

Decongestion charging was quickly perceived to be an attack on cars, which many people consider a necessity, and a tax penalizing those who relied on cars to get around because they couldn't afford to live in higher density areas with more mode options.

PROJECT RESULTS & IMPACTS

Three innovative practices of note proved successful in involving the public in decision-making on controversial and complex policies with varying fairness implications. They



offer great potential in advancing the field of public participation through prioritizing empathy and transparency for better and more sustainable decision-making.

- Personas for building understanding of complex policy
- Leveraging transparent online engagement for wide-scale participation on polarizing issues
- Analyzing and presenting public engagement data to influence decisions

In addition, the program resulted in a crowd-sourced definition of what Metro Vancouverites perceive as "fair." This definition helped inform metrics and criteria when evaluating and shortlisting various options. They were also able to use their engagement findings to draft

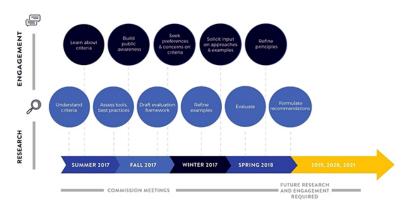
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2019 IAP2 Regional Project Category Winners and Finalists

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recommendations on what would be considered a "fair" decongestion charging policy. The group submitted their final recommendations on how to design a fair and equitable policy and received unanimous approval from the TransLink Board and Mayor's Council in May of 2018. The It's Time program and its recommendations will have a lasting impact on both existing and future residents as well as visitors.

The tightly integrated process and engagement's crucial role ▼





Extending the Practice – Creativity, Contribution and Innovation in the Field

Sparking Conversations – Empowering Communities through Land Use Planning

THE PROBLEM & CHALLENGE

Located in northwestern Alberta, the hamlets of Faust, Grouard, and Joussard were thriving communities in the early 1900s. Each community played an important role in Alberta's economic growth through farming and fishing industries, which were lucrative due to proximity to Lesser Slave Lake. As a result of

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ORGANISATION

Invistec

changes in industry regulations and the railway bypassing the communities, the populations of the hamlets began to decline.

Although the history of each community is similar, each hamlet evolved differently through economic decline. Faust is identified as an aging population, Grouard

is defined by criminal activity, and Joussard is characterized by tourism. Due to communities facing inevitable decline, Big Lakes County (the County) contracted Invistec Consulting Ltd. (the Project Team) to update the Area Structure Plans (ASP) for each community. Today, the communities face different challenges and tourism pressures due to the proximity of Lesser Slave Lake. As a result of the development pressures, the update of the Area Structure Plans (ASP) for each hamlet was to provide a vision for each community and guidance on future development.

The key question of the project was, in light of the history of each community and today's challenges, how

Winners and Finalists

can Faust, Grouard, and Joussard renew themselves through development that respects and builds upon each community's values?

PROJECT RESULTS & IMPACTS

The Faust, Joussard, and Grouard ASP update project was one of the first projects in the County to undergo an extensive public participation process. Each community was very unique, therefore, required different public participation strategies.

These plans are the first statutory documents within the County that truly were prepared based on the community's input. They balance the values identified by participants as well as provides policies and an implementation plan that is implementable by the County, residents, and stakeholders. Since the



approval of the ASPs, the implementation plan has remained helpful to the County. The County is currently consolidating County owned land which was an action that was set as a priority in the Grouard ASP.

This project left a legacy of trust in the community and the County that can be built upon through the implementation of the ASPs and future projects. The residents appreciated the Project Team and County for



providing an opportunity to provide input, which established a stronger trust relationship between the hamlet residents and administration.



Hamilton's 25-year Community Vision

THE PROBLEM & CHALLENGE

Hamilton is Canada's 10th largest city and the 4th largest in Ontario. With a population of 550,000, the city is located in the centre of the most densely populated corridor of economic activity in Canada. Ranked as the fastest growing economy in

Extending the Practice – Creativity, Contribution and Innovation in the Field

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ORGANISATION

City of Hamilton

Ontario in 2013, the city's building permit value has averaged \$1 billion annually over the past four years.

Industrial manufacturing within Hamilton represents an estimated \$12 billion annual effect – equivalent to 4% of Ontario's GDP.

In 2001, six municipalities – Dundas, Glanbrook, Stoney Creek, Ancaster, Flamborough and Hamilton-Wentworth – became a single municipal government: the City of Hamilton.

Winners and Finalists

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The city would become Canada's 10th largest in less than two decades and needed a community vision. Spanning a 1,117.2-km2 area, Hamilton is known for its diverse economic base, vibrant downtown, beautiful waterfront, bustling artistic opportunities, modern recreation centres, and strong community institutions.

Its legacy of amalgamation, coupled with it being a diverse city of thousands of newcomers with a thriving economy, Hamilton needed a community vision that would be inclusive, collaborative and relevant to guide its growth over the next 25 years.

PROJECT RESULTS & IMPACTS

Our Future Hamilton is the largest and most inclusive public engagement

project ever conducted by the municipal government of Hamilton, Ontario, Canada. Between April 2015 and April 2016, the project engaged nearly 55,000 Hamilton residents and community stakeholders to create a new 25-year Community Vision.

The new 25-year Community Vision for Hamilton is bold, inclusive, measurable and outcome-based. Four things make OFH Vision a best practice in public engagement:

- Adopted by the City of Hamilton to guide all municipal decisionmaking, strategies and priorities
- The Community Vision was also adopted by over 120 key community partners and organizations. This means as the City of Hamilton is using the Vision to guide priorities, and so

are major community institutions.

- A 60-member Citizen Panel first created a Public Engagement Charter that the City of Hamilton adopted. The charter guides 7,500 City staff in public engagement in the form of policy, a toolkit and a successful public engagement community of practice.
- Lastly, the Vision legacy established a free Annual Public Engagement Summit. Within three years, the summit has grown to become the largest of its kind in Ontario, with over 450 regular annual attendees and trending No. 2 on Twitter in Canada. The summit explores a current community issue and shares progress update, networking, local artists performance, speakers and table discussions.





















Indigenous Engagement

Meeting
Indigenous and
Non-Indigenous
Communities
Where They Are:
The BC Flood and
Wildfire Review

THE PROBLEM & CHALLENGE

After the devastating 2017 flood and wildfire season in British Columbia, more than 65,000 residents had been displaced after a 10-weeklong provincial state of emergency.

Although a previous strategy
— the Filmon report — provided
response to the dramatic wildfires
of 2003 in Kelowna and Barriere-McLure, a new and multi-year,
multi-pronged approach was
required to reflect the growing
understanding of the world since
then, and to ensure proper measures were put in place for British
Columbia moving forward.

The difficulty: The public engagement process needed to reach all impacted First Nations and non-Indigenous communities across the province to gather input and personal experiences within a three-month time span.

Given the tight timeline and broad mandate of the review. Context

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ORGANISATION

Context: An Argyle Company

simultaneously designed and implemented an engagement strategy to ensure they could reach a broad audience and meet residents where they were. They also needed to navigate the inter-jurisdictional and interdepartmental nature of emergency response and provide culturally safe and respectful dialogue with First Nations. Finally, the strategy needed

to tactfully approach a highly sensitive topic due to the devastation communities faced in 2017.

PROJECT RESULTS & IMPACTS

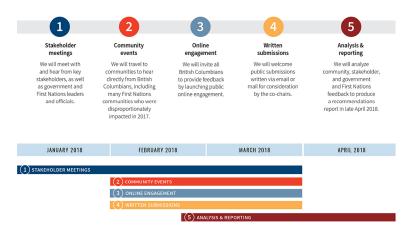
The review examined plans for and responses to the unprecedented floods and wildfires of 2017 and provide recommendations for the Province, in advance of the 2018 flood and wildfire season. Recommendations were to improve planning and preparedness for, prevention and mitigation of, and response and recovery from these natural disasters.

Within the accelerated timeframe, Context successfully managed the public and First Nations engagement processes, the technical

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BC FLOOD AND WILDFIRE ENGAGEMENT TIMELINE



Continued from Page 44

review of policy information and data sources, and the report design and development. Ultimately, they delivered 108 strategic recommendations, which Context captured and contextualized within a fulsome report and executive summary document.

The impact across the Province of British Columbia was significant. In total, there were:

- · 929 survey responses
- 313 open house attendees
- 127 written submissions
- 102 feedback forms
- 503 mail list subscribers
- · Eight open houses
- · 20 communities visited
- 60,000 people reached on Facebook
- 73 one-on-one meetings, 17 of which were with Indigenous Communities including the INAC

Joint Gathering, 2018, First Nations Summit, 2018, Bonaparte Indian Band, Soda Creek Indian Band, Skeetchetsn Indian Band, Ashcroft Indian Band, Union of BC Indian Chiefs, 2018, Chief Wilson, Nicola Tribal Association, Akisqnuk First Nation, Aq'am Firs Nation, Ktunaxa Nation Council, Tk'emlúps te Secwépemc Council, Boothroyd Indian Band, West Bank First Nation, Esketemc First Nation and Williams Lake Indian Band



Diversity and Inclusion

Living Well: Designing a Healthy Community (Pearson Dogwood Redevelopment Project)

THE PROBLEM & CHALLENGE

Vancouver Coastal Health (VCH) is a large, public agency providing comprehensive health services including primary, community and acute care, as well as public health, to over 1.25 million people (25% of BC's population), including the residents of Vancouver, Richmond, the North Shore and Coast Garibaldi, Sea-to-Sky,

AWARD

Honourable Mention

ORGANISATION

Vancouver Coastal Health

Sunshine Coast, Powell River, Bella Bella and Bella Coola. VCH's region includes 22 municipalities and regional districts, and 16 First Nation communities.

The Pearson Dogwood Redevelopment Project needed to address high priority health care needs through the



redevelopment of two older residential care facilities, George Pearson
Centre and Dogwood Lodge. It also
was challenged to bring together
a number of community programs
serving South Vancouver to support
local residents with a full range of
health services and supports. VCH
worked closely with the development partner, Onni Group, to create
a community that is welcoming and
accessible for all, offers services
and supports for people with complex physical disabilities and other
health challenges, and provides

Winners and Finalists

housing options to maximize independent living in the community.

This project held particular challenges as it relates to trust and relationship building. Specifically, the George Pearson Centre had undergone two previous processes of engagement to plan for redevelopment. Both processes were not completed and left residents and their advocates feeling abandoned which caused a high degree of mistrust. Even staff who were long-term employees were cynical and were not willing to engage initially in this most recent process to effect change.

PROJECT RESULTS & IMPACTS

This project was so multifaceted because the people involved had diverse and complex needs and the scope of the project was vast. The vulnerability of the participants was a key consideration that was always present and needed to be addressed throughout the entire duration and phases of the

George Pearson Centre

VISION

A person centered model of care that supports individuals to lead full and empowered lives.

MISSION

Individuals will have access to care and supports that centre on their needs and fulfill their life choices; Individuals will have a home that is comfortable, feels secure and allows for flexibility of care; Individuals will be part of a community that engenders companionship, flexibility and freedom of choice.

– Drafted by the residents of Pearson

project. The need to be innovative to ensure the broadest representation and involvement also contributed to the unique character of this project.

In addition to planning an entire community which would fully encompass the concept of Living Well and ensure all the services required by those most impacted were made available, this project required a complete culture shift in the way people with highly complex medical needs could be supported to live in community.

Previous models of facility-based care, for highly complex ventilator dependent individuals, were completely challenged in the planning and engagement for this project.

A new model of care was developed directly by the resident advisory along with consultation with all residents. The Pearson residents drafted a new vision, mission, and principles that would be the foundation for the new model of care in this new community.



Visual Engagement

City of Nanaimo Affordable Housing Strategy

THE PROBLEM & CHALLENGE

Housing and homelessness are major concerns for Nanaimo's growing population. With notable increases in rental and homeownership prices, the City of Nanaimo launched a year-long process to develop an Affordable Housing Strategy. To develop the strategy, the City needed to engage with community residents, non-profits, government agencies and development industry to inform the process and the strategy.

CitySpaces Consulting completed extensive research, innovative engagement to explore housing priorities, concerns and opportunities in the community.

During the engagement activities, 1,277 people took part and untold thousands were informed of the project through communications material and media coverage.

PROJECT RESULTS & IMPACTS

The final documents for the project report out on the findings from



AWARD
Winner
ORGANISATION
CitySpaces Consulting

the research, engagement, policy options and final strategy that was adopted by the City of Nanaimo to guide policy and priorities. The first is the Affordable Housing Discussion Paper. This paper has three chapters and is a comprehensive summary of all the findings throughout the

research, engagement and policy development phases of the project. It outlines the findings from each engagement session with the community and resulting priorities.

In addition, the City of Nanaimo's Affordable Housing Strategy was created. The Affordable Housing Strategy is the result of best practices, research and most importantly, engagement with hundreds of community members over the course of a year. It provides the vision strategy, policies objectives and tools to provide affordable housing in for Nanaimo residents. A final open house event was held to

"During the engagement activities, 1,277 people took part and untold thousands were informed of the project through communications material and media coverage."

Winners and Finalists

inform people about the Affordable Housing Strategy featuring information boards and staff members providing information and answering questions posed by attendees.

Since the Strategy's adoption in September 2018, City staff have been working on implementing the most immediate action items, including the regulation of shortterm rentals. Staff will be bringing forward reports to the Council on each action item to provide background information and progress updates.

The lasting impacts will be citywide including residents, nonprofits, all sizes of families and incomes. It also provides the framework for City partnerships with all levels of government, private sector and nonprofit organizations to facilitate the development of affordable housing.







General Project

ELEVATE: A Public School District Engagement Process to Develop a Community-Driven Strategic Plan

THE PROBLEM & CHALLENGE

Adams 12 Five Star Schools in Thornton, Colorado is a school district of more than 39,000 students, 4,400 employees, 50 school sites, five cities and two counties with a population that is more than 40% Hispanic.

For the past three years, the district has been celebrating tremendous academic success and showing the highest amount of academic growth among districts of more than 10,000 students in Colorado.

Despite positive student success, the demands and demographics of the district are changing, requiring a new strategic and funding plan to address rising community needs.

- How can a large school district develop a new strategic plan while building on recent success?
- How do you get input from such a diverse group?
- How do you run an engagement process with limited time and funding?

AWARD

Runner-Up

ORGANISATION

Adams 12 Five Star Schools

 How do you get participants to enjoy the process and also consider voting for additional funding to jump start the plan?

The first challenge was to build upon the recent academic success of students in the district. To continue momentum and to uphold the trust of our community, we needed a plan that built upon recent success and took students to new heights. How can you ask the community to dream of new directions while honoring current and past work?

The second challenge was to create a plan that is reflective of the community's hopes and dreams using an inclusive and efficient process.

- Working with more than 50 schools and communities with differing socioeconomics and engagement levels, how do you reach out to every voice in a meaningful manner?
- Planning within a busy school schedule, how do you run an efficient yet impactful engagement process?

The third challenge was to address growing challenges and funding shortfalls. While we were celebrating unprecedented academic growth, we were also facing a greater diversity of needs coupled with continued state funding shortfalls: more than \$380 million



Winners and Finalists

over 10 years and \$32 million less for the 2018-19 school year alone.

PROJECT RESULTS & IMPACTS

The process culminated in a board-approved strategic plan and the successful passage of a voter-approved funding measure to jump start success.

The ballot measure passed with 56.30% of "yes" votes, which equates to more than 51,000 voting residents of our district saying yes to a plan that the community built.

We successfully met our first challenge because the plan builds on recent success and offers new initiatives to address growing needs. We met our second challenge



because the plan itself was completely designed by every role in our community. In addition, the process was efficient and was delivered on time and on budget. Finally, we met our third challenge by addressing needs and providing additional funding through the successful passage of a local funding measure.



General Project

The Geary Rapid Project: Finding Common Ground on San Francisco's Busiest Transit Corridor

THE PROBLEM & CHALLENGE

Geary Street/Boulevard is a major east-west arterial in San Francisco, connecting the heart of the city

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downtown to the Pacific Ocean. 54,000 riders rely on the 38 Geary and 38R Geary Rapid bus service every day, making it one of the busiest transit corridors in the United States. To meet the demands of a growing city, the SFMTA needs to modernize our transportation system to move more people safely and efficiently through our streets.

The 38R Geary Rapid line is a limited stop route that runs every four minutes at peak hours, with ever-growing demands on the system. While improvements like bus-only lanes

Winners and Finalists

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downtown and priority signals for transit have made transit better for thousands of riders, we still see overcrowded buses and service delays. Geary also has a disproportionate number of severe and fatal traffic collisions. A person walking on Geary is eight times more likely to get hit by a car than the citywide average.

- How can the SFMTA build on outreach conducted by another agency (SFCTA) to improve transit and safety on San Francisco's busiest transit corridor? How do we move past project opposition that arose during that prior phase of outreach?
- How can we engage a larger audience of stakeholders and historically marginalized or hard-to-reach groups?
- How can we ensure that the public understands and has influence on the final project design, while recognizing that some major decisions had already been made?
- How can we minimize impacts to businesses and residents during construction?

PROJECT RESULTS & IMPACTS

On August 21, 2018, the Geary
Rapid Project was unanimously
approved by the SFMTA Board at a
public hearing, with well over 100
stakeholders who testified in person
or by email in favor of the project.
Equally important is what we didn't
hear: not a single person said they
were blindsided by the project, a
rarity at similar public hearings.
This result would not have been





possible without the leave-no-stoneunturned dedication from every member of the project team and an honest desire to design a project that truly serves all stakeholders.

The relationships that were built through that outreach have proven to be invaluable as we have moved into construction of the project. To keep people informed, the team posts weekly construction forecasts to the Geary Rapid webpage and

sends emails/texts to the project list, which has grown to over 2,000 subscribers. And stakeholders have been key in helping to spread the word about work in their neighborhoods. As construction proceeds, the team is reaching out to businesses to help mitigate construction impacts. Building on our relationships, the team will facilitate neighborhood meetings in business districts to help each community choose a marketing package that best fits their needs.

Winners and Finalists



Respect for Diversity, Inclusion and Culture

27 Bryant Transit Reliability Project: Improving One of Muni's Slowest Routes by Engaging Difficult-to-Reach Populations

THE PROBLEM & CHALLENGE

The 27 Bryant is one of Muni's ten slowest routes in San Francisco. Currently the public bus gets delayed on the crowded streets of the Tenderloin, averaging only 4 to 5.5 miles per hour. As one of the Bay Area's most congested and transit-dependent neighborhoods, the Tenderloin has some of San Francisco's highest concentrations of limited-English proficient and difficult-to-reach populations, including people with disabilities, low-income and immigrant populations. A key project goal is to improve transit for a community that relies on it as their primary mode of transportation: only 20% of Tenderloin households own an automobile and 45% of residents take transit to work. Inclusion of traditionally marginalized populations is at the heart of this project: 58% of Tenderloin households are low income (below 200% of the federal poverty rate), and 42% percent are immigrants, with many speaking

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Winner

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a language other than English as their primary language. The percentage of 27 Bryant passengers with a disability is 8.75%, more than double the percentage systemwide, and the line transports a higher percentage of seniors as well.

The 27 Bryant Transit Reliability Project was created to improve service in the Tenderloin neighborhood where the bus experiences the most delay and slowest travel times. It is the first Muni Forward capital project to be initiated



because of the SFMTA's Muni Service Equity Strategy. The planning goals included improving transit amidst heavy traffic congestion and making the route's high-injury corridors safer for people walking. To make these improvements sustainable for the long term, the project's key outreach challenge was to implement a robust public participation program that involved the community's difficult-to-reach populations in the decision-making process, using public feedback to shape improvements.

PROJECT RESULTS & IMPACTS

The 27 Bryant Transit Reliability Project was unanimously approved by the SFMTA Board of Directors in April 2019. To bring initial improvements quickly to the community,

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bus stop and curb changes as well as a reroute are scheduled to be implemented in Fall 2019. Elements of the project requiring construction are planned to be implemented in 2021. These improvements are anticipated to save about four minutes per bus trip, a 10% travel time savings, and reduce transit delays. The project will also improve pedestrian safety on high-injury streets. On average, 85% of participants were satisfied with the level of engagement of these metrics.

The 27 Bryant Transit Reliability Project is the SFMTA's first Muni Forward capital project to be initiated because of the Muni Service Equity Strategy. While previous Muni Forward capital improvement projects were targeted to lines with high ridership volumes, the 27 Bryant was prioritized using an equity lens to target an underserved neighborhood that is heavily reliant on transit. This was an innovative approach for the SFMTA, and the successful completion of the community-driven process provides a model for future Muni Forward capital projects.





By developing the project based on service needs identified by the community – fixing delays, improving reliability, reducing crowded buses and making intersections safer for people walking – the project outcomes directly addressed what was most important to Muni customers and neighbors.

"The 27 Bryant was prioritized using an equity lens to target an underserved neighborhood that is heavily reliant on transit. This was an innovative approach for the SFMTA, and the successful completion of the community-driven process provides a model for future Muni Forward capital projects."



Respect for Diversity, Inclusion and Culture

Givens District Park Master Plan

THE PROBLEM & CHALLENGE

Givens District Park is a 40-acre district park located in the heart of East Austin in a neighborhood traditionally populated by African American community members and currently facing ongoing issues of gentrification and displacement.

The park was acquired in 1957 and is home to a recreation center, swimming pool, two pavilions, playscape, basketball courts, tennis courts, picnic tables, and two ball fields. To the east, Givens is bordered by Plummers Cemetery, one of the earliest segregated cemeteries in Austin, resting place of early founders and builders of Austin.

Many of the amenities mentioned above had been in disrepair or close to the end of their life cycle. With funding provided from the 2012 General Obligation Bond, the City of Austin Parks and Recreation Department (PARD) selected Givens to undergo a new master planning process.

Throughout the process, Austin's history of racial segregation and ongoing gentrification and displacement were just under the surface of every community

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Runner-Up

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City of Austin Parks & Recreation Department



engagement gathering. As a result, our primary project statement was:

"How can PARD include new voices and long-time Austin voices into the development of the Givens District Park Master Plan in a way that honors the historically African American community in the rapidly gentrifying East Austin and creates an opportunity for improved park space?"

PROJECT RESULTS & IMPACTS

PARD hosted a series of community meetings in the Park to gather input from those directly impacted by the project. Participants shared feedback for the vision of the park, stories of park history, and complete a survey, and went on project site tours.

Each of the four community meetings averaged about 50 people in attendance. PARD staff, including the acting director, reached more than 100 additional people in the park. The survey received 245 responses.

PARD created a master plan, but the real results were in how the community felt heard, the neighbors that met each other, and the trust that was built.

The Parks Board approved the final Givens Park Master Plan. In



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addition, PARD shifted the way it does outreach in East Austin and continues to seek ways to bring more people into closer orbits.
PARD also provided a useful model for the City of Austin as a whole.
While the project team would have loved to have created a design that won awards for innovative

uses of space or other accolades, over and over, community input said, "We love our park. Keep it the same. But make it better."

The final park design shows very few new elements, but it does call for adjustments that allow the traditional uses of the park to be maximized and enjoyed for generations to come.

"PARD created a master plan, but the real results were in how the community felt heard, the neighbors that met each other, and the trust that was built."









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