

Case Study

Community Development

City of Logan, Delos Delta and Articulous | City Futures Innovation

In early 2017, Logan City Council committed to an ambitious program of innovation and smart technology engagement. The engagement journey has been based on extensive community engagement, using a mix of collaboration and cocreation with community, industry and other regional and international governments.

The development of the City Futures Strategy and its ongoing collaborative implementation has given clear direction to the innovation and smart city agenda for the City of Logan. The Strategy lays the foundation for a participative and inclusive approach to the adoption of technology. More than just technology, it emphasises building confidence, culture and capacity across the City of Logan as central to position Logan as home to civic innovation, whereby new ideas, actions and processes are developed to benefit the citizens or city.

In line with community development processes, the project 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.



What role the public had in the decision-making process:

The public has been involved at the Collaborate level of the IAP2 Spectrum, which is reflected in the commitment to partnerships and collaboration. The entire project is based on deep engagement with community members, community groups, industry and educations to build a base for innovation. More than just decision making though, the program has sought to build community capacity through:

- Publishing of over 200 open data sets in Council's open data portal, one of the largest open data collections by an Australian local government. (Open data is the release of government data to enable community to understand and then build innovative solutions to problems. The release of data enables community to also identify the right problems to solve)
- Establish a City Studio Innovation Hub where students and community members will create experimental projects
- Digital literacy support programs to increase public participation in the digital economy
- To co-create a network of innovation and co-working jobs with community, innovators and industry across Logan
- Establish 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

Ongoing engagement with community has been explicitly enshrined in three of the four principles of the City Futures Strategy.

How the Public Helped Define How they Could be Involved

During Phase 1 of the engagement program, Logan City Council ran an Unpacking Innovation Summit which hosted 300 people face-to-face, along with several hundred more streaming live into the event, to understand the true nature of the challenges of innovation, and to generate an early understanding of potential ideas to overcome these challenges. As part of this process, the team asked the community how they should be engaged. In addition, Council ran a city-wide engagement process to ask the community how they wanted to be engaged with. This included a survey that resulted in a computer-generated avatar describing the type of citizen that the participant was, based on their engagement choices. Based on their answers about preferred information, engagement channels and methods, level of preferred engagement and an understanding of their demographics, community members were automatically generated an avatar (an image and a description).

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Describe how the public participation process responded to any challenges faced:

Challenges	Responses
To engage with a broad audience about a topic that is difficult to understand	The use of visual, video, social media to make information easy to understand. The release of open data sets to allow the community to explore information on their own terms and in their own time, support for digital literacy programs. Collaboration with universities, schools and TAFE to help explain information. Engaging early with community to understand what topics, challenges and opportunities should be prioritised, and then frame discussion and information using this community input.
To challenge perceptions that a city with a lower income and education levels would not be the place for innovation	Innovation Summit featured speakers from global cities along varying parts of the innovation journey, including cities with similar socio-economic challenges. Focus on collaborations with locally-based universities and successful organisations to share and discuss how challenges are overcome.
To change the way engagement is done because of the need to collaboratively implement the decisions made, and not just make the decision	A dedicated strategy of collaboration and co-creation whereby community and industry are involved in codesigning the problems to solve, to co-creating the solutions, and then co-creating the implementation. Supporting community through digital literacy programs. Engaging with the community about the best way to engage and to use those methods.
Emerging challenges and opportunities of climate change, population growth, congestion, environmental pressure, new technologies and global markets	A rigorous commitment to being adaptable and updating the engagement as issues emerge. Importantly the feedback loop from the community into Council is core to adjusting the Strategy and engagement as required.
Building community literacy, confidence and capability to enable the innovation benefits to be shared by a broad audience	Every engagement activity included the objective of building community literacy and capacity around innovation, to ensure the community could effectively participate, as well as leave with an improvement of knowledge and skills. This included: <ul style="list-style-type: none"> • Skills building • Hands-on, experiential learning • Interactive exploration of information • Pre-event/activity learning materials
The engage with a culturally diverse community. Logan is one of the most diverse communities in Australia	Reaching out through Logan City Council's established cultural diversity engagement programs to (a) understand which stakeholders should be engaged (b) to engage with the different cultures in a culturally appropriate way and in the right language and materials (c) and to incorporate innovation into existing conversations (d) identify how and when to deliver digital literacy program.
The need to establish grassroots networks for innovation that did not exist (industry and community work together)	By codesigning both challenges and solutions with people, Council committed to bringing disparate groups together. This enabled networks to form organically around shared needs and opportunities. The cocreation of innovation hubs will enable grassroots networks to continue to be created and evolved over time, and to continue to enable ongoing community development.