



Core Values Awards

Showcase 2015





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IAP2 Pillars of P2: Spectrum, Core Values, Code of Ethics

IAP2 Pillars of P2

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

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

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

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

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

IAP2 Core Values for the practice of public participation

- 1 Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision making process.
- 2 Public participation includes the promise that the public's contribution will influence the decision.
- 3 Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
- 4 Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- 5 Public participation seeks input from participants in designing how they participate.
- 6 Public participation provides participants with the information they need to participate in a meaningful way.
- 7 Public participation communicates to participants how their input affected the decision.

Mission of IAP2

To advance and extend the practice of public participation.

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.

- 1 Purpose
- 2 Role of Practitioner
- 3 Trust
- 4 Defining
- 5 Openness
- 6 Access to the Process
- 7 Respect for Communities
- 8 Advocacy
- 9 Commitments
- 10 Support of the Practice

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.

In 2015, IAP2 International Federation offered three major award categories and is pleased to announce winners in each category: Organization of the Year, Project of the Year, and Research Award.

IAP2'S PUBLIC PARTICIPATION SPECTRUM

The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To provide the public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISES TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

From the Presiding Member

As an international leader in public participation, IAP2 created the “IAP2 Core Values for Public Participation” for use in the development and implementation of public participation and stakeholder engagement processes. These core values were developed with broad international input to identify those aspects of public participation which cross national, cultural, and religious boundaries. The purpose of these core values is to help make better decisions which reflect the interests and concerns of potentially affected people and entities.

As IAP2 Federation Presiding Member, I am honoured to present the winners and finalists on behalf of the Board of Directors and national affiliates. IAP2’s seven Core Values go to the very heart of our association and guide how we think about and practice authentic public participation. The laureates of the 2015 awards represent best practice in our field, and serve as model of excellence for others to emulate. Finalists for the “best of the best” international award were gathered from entries submitted by national affiliates in Australasia, Canada, Southern Africa and the United States.

We are delighted with the response to the 2015 IAP2 Core Values Awards competition from public participation practitioners all over the world. This is a testament to the huge growth of our field of expertise. Special thanks are extended to the international jury members, Mr. David Hovde, IAP2 Federation Board Member and Jury Co-Convener (USA), Mr. Simon Denegri, Involve (UK), Mr. Timothy Hart, SRK Consulting (South Africa) and Mr. Tyrone Reitman, HealthyDemocracy (USA), 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!



Noreen Rude
IAP2 Federation Presiding Member 2015
Co-Convener, IAP2 International Core
Values Awards

Judging Panels

IAP2 Federation



Noreen Rude
2015 Core Values
Awards Judging Panel
Co-Convener
IAP2 Federation Board
Presiding Member
Canada

Noreen is currently the Manager of Engagement & Communication Partner Services at The City of Calgary, where she has held leadership roles for over 30 years. She has a passion for inclusive and transparent public involvement, reflected in her strong facilitation skills and can-do attitude. Noreen applies her talent for collaborating with others to 'get things done' to the development and operation of a regional recreation facility in north central Calgary and as Chair of the Learning Disabilities Association of Calgary. Noreen is a Certified Management Accountant and holds a Masters Certificate in Municipal Leadership, and a Local Government Management Certificate.



David Hovde
2015 Core Values
Awards Judging Panel
Co-Convener
IAP2 Federation Board
Member
USA

David works in local relations for American Transmission Co. ATC owns, operates, builds and maintains the high-voltage electric system in much of Wisconsin, Michigan's Upper Peninsula, and portions of Minnesota and Illinois. David is responsible for public outreach, engagement and participation activities, particularly in the context of routing and siting transmission infrastructure projects. He works often and closely with local elected officials and staff; landowners; business, community & civic organizations; environmental groups; and other stakeholders. David has been a member of IAP2 since 2005, and currently serves a Chapter Lead/Chapter Liaison for the IAP2 Great Lakes Chapter, a member of the board of directors for IAP2 USA, and as one of two IAP2 USA delegates to the IAP2 Federation board.

Judging Panels

IAP2 International



Simon Denegri
Involve, UK

Simon Denegri is the Chair of INVOLVE in the United Kingdom. He is also the UK National Institute for Health Research (NIHR) National Director for Public Participation and Engagement in Research. His previous roles have been Chief Executive of Ovarian Cancer Action and Chief Executive of the Association of Medical Research Charities (AMRC) from 2006-2011. His background is in campaigning and communications and has included roles such as Assistant Chief Executive and Head of Public Affairs at the Alzheimer's Society in 2002-2003 and 1992-1997 respectively. The latter coincided with the formation of the Society's Quality Research in Dementia (QRD) public involvement program.



Timothy Hart
SRK Consulting,
South Africa
2014 IAP2 Project of
the Year Winner

Tim Hart is a Corporate Social and Development Specialist at SRK Consulting, one of the companies that won the national and international Project of the Year category for the IAP2 2014 Core Values Award for Excellence in Public Participation, for the submission: "Alchemy: Sustainable Community Futures Beyond Mining Through Mining" – an Anglo American Platinum initiative. With more than 40 years of experience in the social and development field, Tim's areas of expertise include social assessment, social and development planning, resettlement planning, organisational assessment, stakeholder engagement and relationship building, mediation and conflict resolution, and corporate social investment. Tim has led and contributed to projects in the natural resources sector (mining and water), located in Southern, West and East Africa. He has also worked in South America and Russia. Clients include financiers, donors, mining companies, regional development agencies and government departments charged with resource management and regulation. Tim has a particular interest in securing community benefits and lasting development through mining, and advises in this context.



Tyrone Reitman
Healthy Democracy,
USA
2013 IAP2 Project of
the Year Winner

Tyrone Reitman is the Executive Director and co-founder of Healthy Democracy, a non-profit organization based in Portland, Oregon. Tyrone has extensive experience working in the fields of public engagement, legislative advocacy, and policy analysis—specifically on issues related to campaign finance reform and deliberative democracy. His work to develop and successfully implement Healthy Democracy's flagship program, the Citizens' Initiative Review (CIR), has been recognized for its unique contribution American democracy by the International Associate for Public Participation and the Ash Center for Democratic Governance at Harvard, among others. Tyrone has been a featured speaker for a variety of audiences ranging from the National Conference of State Legislatures to the National Coalition for Dialogue and Deliberation, and has worked with partners in a number of western states to replicate the CIR. He lives in Eugene, Oregon with his wife and son, and is an award winning homebrewer.

Judging Panels

IAP2 Australasia



Ray Tye– Convener

Ray's interest and experience in public participation has been developed through a variety of communications and engagement roles in local, regional and central government over the past 15 years. Following the devastating earthquake in Christchurch in February 2011, she was involved in providing emergency information, and then led the Christchurch City Council's engagement and consultation team on the draft Recovery Plan for the Central City. As part of this, the 'Share an Idea' campaign attracted more than 106,000 suggestions on how the area could be re developed and rebuilt, along with formal submissions. The Central City Plan won the Core Values 2012 New Zealand Project of the Year. Ray now works as the South Island Stakeholder Relationships Manager for Housing New Zealand, with a focus this year on completing up to 5000 repairs and building around 700 new homes in Canterbury to get its social housing stock back to pre-earthquake levels. Ray was a Core Values Awards judge in 2013 and 2014, and guest speaker at the Core Values Awards gala dinner in Adelaide in 2013. She is currently serving on the IAP2 Australasia Board and is a member of the Practice Development and Training committees.



Sharon Lewis
Programme Manager:
South Cape Partnership,
Western Cape Economic
Development Partnership

Sharon Lewis became interested in city development when she was a student of Urban & Regional Planning at the University of the Witwatersrand in Johannesburg in the 1990s. She worked in the public sector in South Africa for 17 years, focusing on urban policy, public finance to incentivise sustainable urban development, local government's role in urban development, urban management, infrastructure and property investments to improve urban systems. Sharon's roles recently include Executive Manager: Planning and Strategy with the Johannesburg Development Agency, where she worked to improve participative development practice and implemented projects to test various methods that engage Johannesburg citizens in a conversation about the future of their neighbourhoods. Since March 2015 Sharon has been employed by the Western Cape Economic Development Partnership. Sharon is a member of IAP2 South Africa.



Simon Wright

Simon works in the Wellington City Council's Engagement and Consultation team. He served on the IAP2 Australasia Board 2009-2011 and on its Practice Development Committee 2009-2012, which oversaw the Core Values Awards. He worked in the Secretariat Toi te Taiao: the Bioethics Council from 2005-2008. The Bioethics Council's 'Who gets born?' project was given special recognition in the 2008 Core Values Awards by IAP2 International.



Kate Henderson

Kate has worked in the field of community and stakeholder engagement for almost 15 years and is currently working as a community engagement adviser at the City of Melbourne. Her Master's Degree in Sustainable Development led her to discover the emerging field of community engagement. She started her career in the academic sector researching and writing about engaging people in decision-making, particularly in the fields of sustainability and environmental education. In the last 10 years she has worked as a community engagement practitioner, facilitator, adviser and trainer in the State Government (Victorian Department of Sustainability and Environment) and Local Government.

Judging Panels

IAP2 Canada



Julia Balabanowicz

Julia Balabanowicz is a passionate individual who strongly believes that the power of dialogue and public collaboration is required to leverage the intellectual capital needed to solve the complex, global problems we face today. She is a trained mediator, facilitator and P2 professional, with six years of experience in Ontario's electricity sector. Julia works as a stakeholder engagement manager in Ontario's electricity sector where she engages Ontarians on diverse issues that will shape the future of province's electricity system. Dedicated to helping people have difficult conversations, Julia is also a mediator with Peacebuilders, an organization that uses restorative peace building dialogues to help youth resolve conflict in their lives. She earned a degree from Western in politics and ethics and a postgraduate diploma from York University in dispute resolution. As a lifelong learner, she continually pursues development opportunities, including the IAP2 mentorship and the certificate programs. Julia has also spent three of the last ten years living and working in England, Korea and India and uses these experiences to inform her approach to communicating and resolving conflict.



Maria deBruijn, MA

Maria's connections to civic engagement run deep. Her commitment to investing in healthy communities started in her youth, and has continued in all avenues of her career and education. Before founding Emerge Solutions, Inc. in 2010, Maria spent 10 years in progressively senior civil service roles focused on engagement and a strong track record in moving the dial on municipalities' conversations and relationships with their stakeholders and public. She also completed her Master of Arts in Communications and Technology, with a capstone research project focused on digital engagement in the public sector. Through Emerge Solutions, Inc. Maria designs and facilitates engagement processes for organizations in private, public and not for profit sectors. She created and delivers content for two University of Alberta graduate courses, including the elective Civic Engagement in the Digital Age, and two University of Alberta Social Media Citation courses. Maria is the Chair of IAP2 Canada's Research Committee and she was a member of the Centre for Public Involvement's Citizen Jury on Internet Voting Advisory Committee in 2012. Her education includes a Master of Arts in Communications and Technology, with a capstone research project focused on digital engagement in the public sector. Underlying all of Maria's contributions - through research, instruction, work and volunteerism - are relationships. She is appreciative of the polarities and complexity that exist in relationships, and is committed to exploring and working with them through meaningful engagement.



Susanna Haas Lyons, M.A.

Susanna Haas Lyons is a public engagement specialist who develops strategy and provides training for better conversations between the public and decision-makers. Bridging online and face-to-face methods, Susanna has worked on some of North America's largest and most complex citizen engagement projects, including electoral reform in British Columbia, rebuilding post-Hurricane Katrina New Orleans, electronic health records for the US federal government, and the City of Vancouver's transportation future. Susanna is an Instructor of engagement skills for governments, organizations, and international post-secondary institutions.

Judging Panels

IAP2 USA



Dr James L. Creighton

Dr James L. Creighton has been in the public participation/dispute resolution field since 1972, and involved in more than 300 public participation programs. His clients include federal, state and local agencies as well as numerous utilities. Dr Creighton has authored more than 30 guides on public participation and dispute resolution for the electric utility industry and various federal agencies, as well as several books, including *The Public Participation Handbook* (Jossey-Bass/Wiley, 2005). Dr Creighton, the founding President of IAP3 (International Association of Public Participation Practitioners, the forerunner of IAP2), has worked in Egypt, Japan, Korea, Thailand, Brazil, Russia and the Republic of Georgia. He holds a BA in Psychology from the University of California, Berkeley, and a PhD in Psychology from the International Institute for Advanced Study.



Mike Huggins (ICMA-CM)

Mike Huggins is a former city manager with more than 30 years' leadership experience in local government and urban planning. As Principal, Civic Praxis, and a civic engagement service provider for the ICMA Center for Management Strategies, he works with local governments and communities to build the civic problem-solving skills of everyday people to collaborate and do extraordinary and meaningful public work. He teaches an undergraduate Honors course at the University of Wisconsin – Eau Claire on “Community leadership; Moving from Talk to Action,” and holds MA degrees in public administration and urban planning from the University of Kansas.



Lewis Michaelson

Lewis Michaelson is a past-president, life member and licensed trainer for IAP2 and a member of the US Institute for Environmental Conflict Resolution Roster of Neutrals. Most recently, he served as Vice-President of IAP2's USA Affiliate organization. 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 a thousand people in public participation, conflict management and risk communications. Currently, he serves as President of Katz & Associates, where he oversees their public participation, facilitation, environmental and federal practice areas.



Joel Mills

Joel Mills has worked for more than 20 years to strengthen civic capacity around the world. This work has helped millions of people participate in democratic processes, visioning efforts and community planning initiatives. Joel has worked with over 100 communities, leading participatory initiatives and collaborative processes for community-generated strategies on a host of issues. He currently serves as Director of the American Institute for Architects' Center for Communities by Design, a leading provider of pro bono technical assistance and participatory planning for community sustainability. This work has been recognized with an IAP2 Core Values Award and an IAF Platinum Facilitator Impact Award. Joel served as an inaugural Board Member for IAP2 USA and has served on over two dozen boards, juries and expert panels.



Dr Marty Rozelle

Dr Marty Rozelle has 35 years' experience in public policy development, third-party facilitation, process design and conflict resolution and has designed and/or facilitated more than 500 forums and citizen committees. Marty is a founder and Past-President of IAP2 and a primary developer and trainer for the 40-hour IAP2 Certificate Course in Public Participation. She successfully assists governments, utilities, developers, oil and gas industry and others to locate facilities opposed by local communities, streamline complex decision processes and incorporate public opinion into public policy. 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 is also expert at building stakeholder consensus in the siting of unwanted facilities.

IAP2 International Award Winners 2015

Organisation of the Year 2015

IAP2 USA Winner

St. Vrain Valley Schools

Embracing Public Participation:

A whole systems approach to organizational change



Saint Vrain Valley Schools, Colorado's 7th largest school district, serves over 32,000 students in 53 schools across eight municipalities in Colorado's Front Range region. In 2008, an 8-year plan was created to combat the severe issues caused by decades of budgets cuts, unfunded reform laws, and a growing population in need of assistance. The goal was to establish a sustainable culture of public participation within the district while overcoming both internal and external resistance.

In summary, the plan consisted of three main processes.

- Consistent public participation for all stakeholders
- Routine use of public deliberation as a means of solving complex and controversial problems
- Rewriting institutional policies to reflect the emphasis on public participation

Today, as the eight-year mark approaches, the St. Vrain Valley School District has completely transformed itself from a low-performing and widely criticized school district into a national model of institutional excellence. This feat was accomplished in large part due to a leadership team that is committed to the value of public participation, the support of the local community, and a growing number of trained and active stakeholders. The success has been so prominent that leaders from school districts all over the United States are reaching out to the St. Vrain Valley School District for assistance in implementing similar processes and values in their districts.

We are proud to partner with IAP2 in promoting public participation across our region and our industry.

www.svvsd.org/



IAP2 International Award Winners 2015

Project of the Year 2015

IAP2 Australasia Winner

People with Disability Australia

NDIS Citizens Jury



In 2013, the National Disability Insurance Scheme (NDIS) was created through the National Disability Insurance Scheme Act 2013 and its coordinating agency the National Disability Insurance Agency (NDIA) established.

While there were many reviews of the scheme the voice of people with disability was absent in key places. Hence, the disability community forged a partnership to develop the first participant lead scorecard on the NDIS. It sought to create its “democratic moment” within the NDIS – a bold person centred evaluation to match the ambition of a bold person centred scheme.

This innovative evaluation mechanism would sit at arm’s length, not only from the NDIA, but also from peak bodies while drawing on the networks and resources of both to ensure the process is rigorous

People with Disability Australia (PWDA) proposed to the NDIA, a Citizens’ Jury as an appropriate way to develop a grassroots scorecard on the NDIS which allowed ordinary people paying for the NDIS to deliver a verdict based on direct personal witness from people in the trial sites.

Strong independent project partners ensured a quality outcome. There was a vigorous process of development over many months. The process was heavily tailored to get it right and to ensure it was inclusive and true to the principles of participation and deliberation.

There are a number of aspects of this project which make it unique:

- The extraordinary level of trust and commitment to the outcomes shown by the National Disability Insurance Agency senior leadership - a start-up public sector agency with a \$25 billion per annum budget at maturity, in a deliberative process which

exposed them to unprecedented transparency and scrutiny. The NDIS is, arguably, the biggest social reform since Medicare in the 1980’s;

- The random selection of both jurors and witnesses to ensure that the process pulled in genuinely random and new voices to render the scorecard on the NDIS;
- The efforts made to ensure that populations of people with disability normally excluded from jury processes were fully included, especially the innovation used to include people with an intellectual disability;
- The innovative methods used to combine random witnesses, advocate witnesses with a disability, random interviewee’s, focus groups of people with an intellectual disability and an agile use of social media to ensure that the process cut deep and wide in a way that matched the ambition of the NDIS;
- The application of the deliberative process to a social policy space in a way that was uniquely appropriate – uniting NDIS participants and the taxpayers funding the NDIS to produce a participant lead scorecard that was uniquely timely and appropriate;
- The work to document and film the project, to debrief and to learn from the project in a way consistent with the values of the NDIS and best practice in public participation; and
- The steps taken to ensure the integrity, good governance and standing of the project, especially through robust application of the IAP2 core values.



IAP2 Affiliate Overall Winners and Finalists

Organisation of the Year 2015

IAP2 Australasia Winner



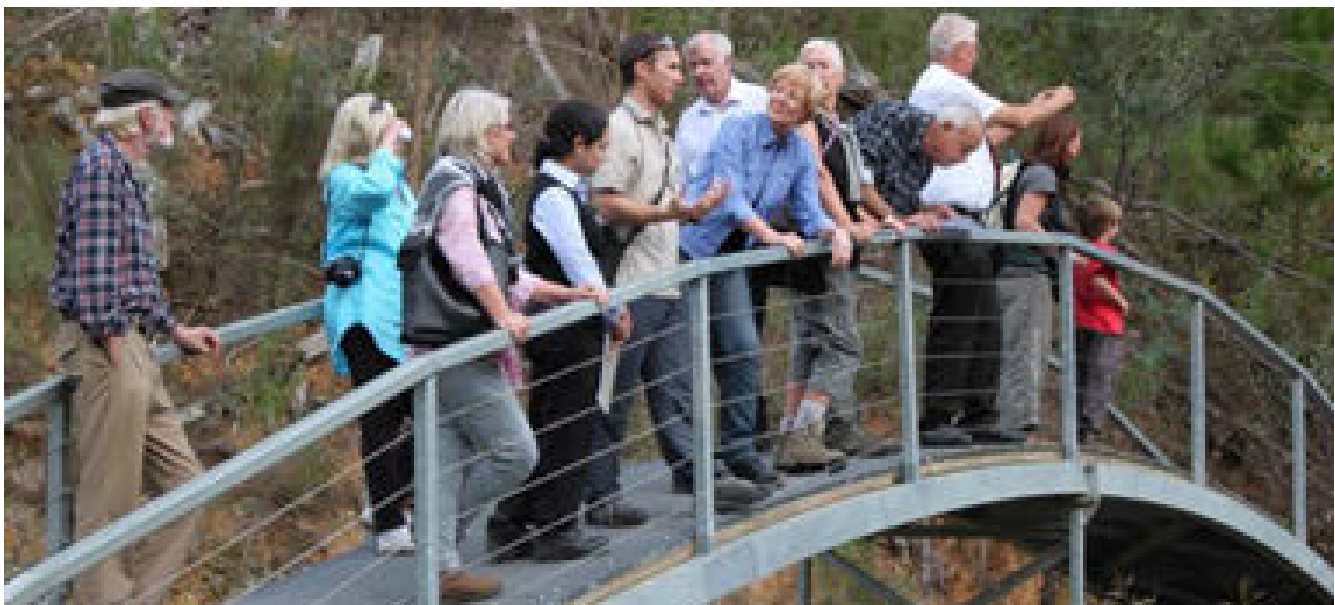
North East Water

North East Water is a small, Victorian water corporation, servicing almost 50,000 households across 41 rural and regional communities. During the past few years we have developed and implemented a strategic approach to public participation that has caused significant change within our business and in particular, the ways in which we engage with our customers, communities and key stakeholders.

Our approach has been multi-faceted. It includes:

- Leadership and commitment from our Board
- Direction and participation from our Executive Team
- Training and support for our people
- Development of strategies, manuals and procedures to guide our practice
- Development of systems and processes that enable us to implement our strategies
- Consistent application of the IAP Framework and IAP2 Core Values
- Development of a Board Customer and Community Committee
- Establishment of a Customer and Community Panel
- Embedding public participation into our Project Management Framework
- Embedding staff engagement as a business requirement
- Regular monitoring, evaluation and reporting of our engagement practice
- A Strategic Relationships Framework to guide stakeholder engagement
- Establishment and sponsorship of an IAP2 Network within our region
- Hosting of IAP2 training within our regional headquarters
- Conducting significant research, to inform us about what our customers value.

We are proud to partner with IAP2 in promoting public participation across our region and our industry.



IAP2 Affiliate Overall Winners and Finalists

Organisation of the Year 2015

IAP2 Canada Winner

City of Victoria

Foundations for Success

Like many governments around the world, the City of Victoria recognizes that effective engagement with citizens is an integral part of good governance, and that the quality of such engagement affects the quality of life of residents and businesses alike. Citizen engagement improves governance by giving policy makers better information to support their decision making, program development and service delivery, while meeting the rising expectations from citizens of government transparency and responsiveness.

Recognizing the potential that could come from greater public involvement and better understanding internally of the value, in 2010 the City of Victoria adopted a strategy to improve engagement based on IAP2 principles, and since then strives to advance the practice of public participation throughout the organization, and the community.

The main question faced in this project was: How does a local government move from no engagement policy or values, limited understanding, and real lessons learned in terms of engagement practice; to a diversified team of engagement experts and advocates not only within the department but throughout the organization?

To gather the required information to answer this question effectively,

the city employed a variety of methods for public engagement. These include open houses, town hall events, focus groups, surveys, pop-up events, internal “Great Ideas sessions”, and citizen-led events.

The results of this project show that in less than 10 years, citizen engagement has become part of the organizational culture and the evolution has inspired new conversations within the Region about citizen engagement and its value. It challenges the way the City and its citizens think and has empowered the public and created a greater sense of community in shaping the city together.



IAP2 Affiliate Overall Winners and Finalists

Organisation of the Year 2015

IAP2 Canada Honourable

City of Vancouver

Engaged City

Vancouver Foundation's Connections and Engagement report identified that it's hard to make friends in Vancouver. Our neighborhood connections are cordial, but weak and many people are retreating from community life. These issues not only undermine social connectivity, but also directly impact resident's engagement with their local government.

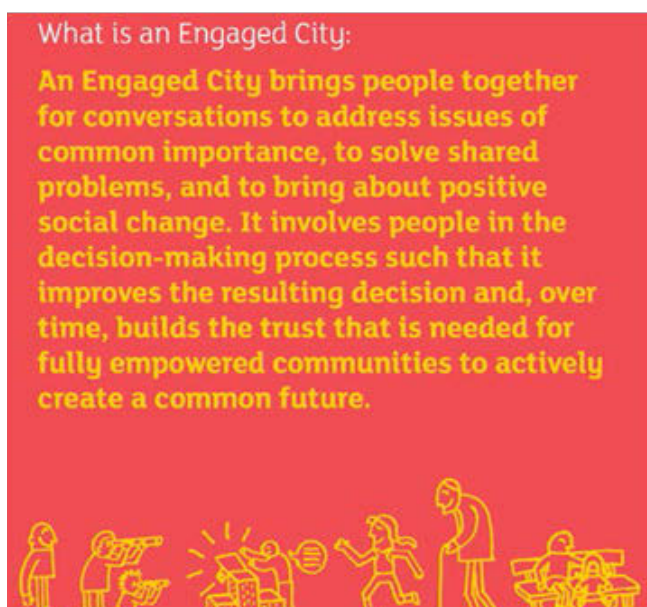
To resolve these issues, a group of 22 residents representing diverse backgrounds, age ranges, and neighborhoods across Vancouver formed a task force to provide advice and possible solutions. The Engaged City Task Force took their work directly to residents through meetings, world cafés, small gatherings, kitchen table discussions, and dialogues both online and in-person.

As a result of their efforts, four themes emerged as the building blocks of an Engaged City. They include the need to:

1. Build Knowledge
2. Build Capacity
3. Build Trust
4. Build Power

The Task Force worked for over a year to develop 16 quick starts, 19 priority actions for the city, and six recommended ideas for the community. The council received the final report unanimously and the corporate management team ensured that a cross-departmental approach was taken by staff in order to implement the recommendations. Key initiatives that expanded the opportunity for public involvement with city initiatives included Talk Vancouver, Pop-Up City Hall, and Doors Open Vancouver.

So far, the impact of this effort has been city-wide, including business owners and new residents over a period of two years and counting. The estimated total number of people engaged by this effort is over 20,000.



IAP2 Affiliate Overall Winners and Finalists

Organisation of the Year 2015

IAP2 Canada Entrant

Intelligent Futures

Intelligent Futures is a Calgary-based firm committed to brighter futures, working at the intersection of urbanism, sustainability and community engagement. The firm was founded in 2008 by John Lewis. John started Intelligent Futures to set a new standard of creativity and collaborative in city-building. Since its founding, Intelligent Futures has been constantly expanding its areas of practice and constantly experimenting with new ways of amplifying the intelligence in the communities it works with. Our team brings together engagement, communication, research, and design skills to all our efforts.

Our Core Values

- Treat people respectfully.
- Be honest and authentic - with ourselves and with others.
- Always innovate, improve and grow.
- The work should always enrich humanity.

In recent years, Intelligent Futures has been fortunate to receive national and international recognition of our unique approach to engagement and community building.

In every project, Intelligent Futures stresses creativity and responsiveness, with an emphasis on initiatives that strive to build stronger, healthier communities. Encouraging authentic conversations, providing multiple opportunities for engagement, and actively listening

to the input provided are the cornerstones for everything we do. The Intelligent Futures approach to establishing a positive and meaningful participation process includes three key ingredients: attitude, atmosphere and attention.

The first ingredient, attitude, is what shapes staff perspective going into an engagement process. More specifically, it means being judgement-free and maintaining an open mind about the views and opinions of all individuals engaged. In doing so, the team allows for a breadth of community input possibilities. The second ingredient, atmosphere, is the process of staging a welcoming and informative space for participants to interact with the project. The goal of the staged engagement space is to display important information in a creative and interactive way, while making participants feel as though they are in a comfortable space, free to express their opinions. The third, and final, ingredient we use in setting the tone for engagement is attention. In order to do this, the organization walks a fine balance of learning the local context, while simultaneously not developing assumptions about the place and the people. It's not an easy balance to strike. The key is something we call "strategic ignorance"; or removing assumptions you have and being open and curious to new ideas and viewpoints. Rather than gathering as much information as you can, strategic ignorance is about listening and learning from others, recognizing that their views are as valid as anyone else's.



IAP2 Affiliate Overall Winners and Finalists

Research Award 2015

IAP2 Australasia Winner

Auckland University

The Ministry of Public Input



This research utilised practitioner and politician input throughout to identify how public input might be integrated into political leadership more effectively in the future.

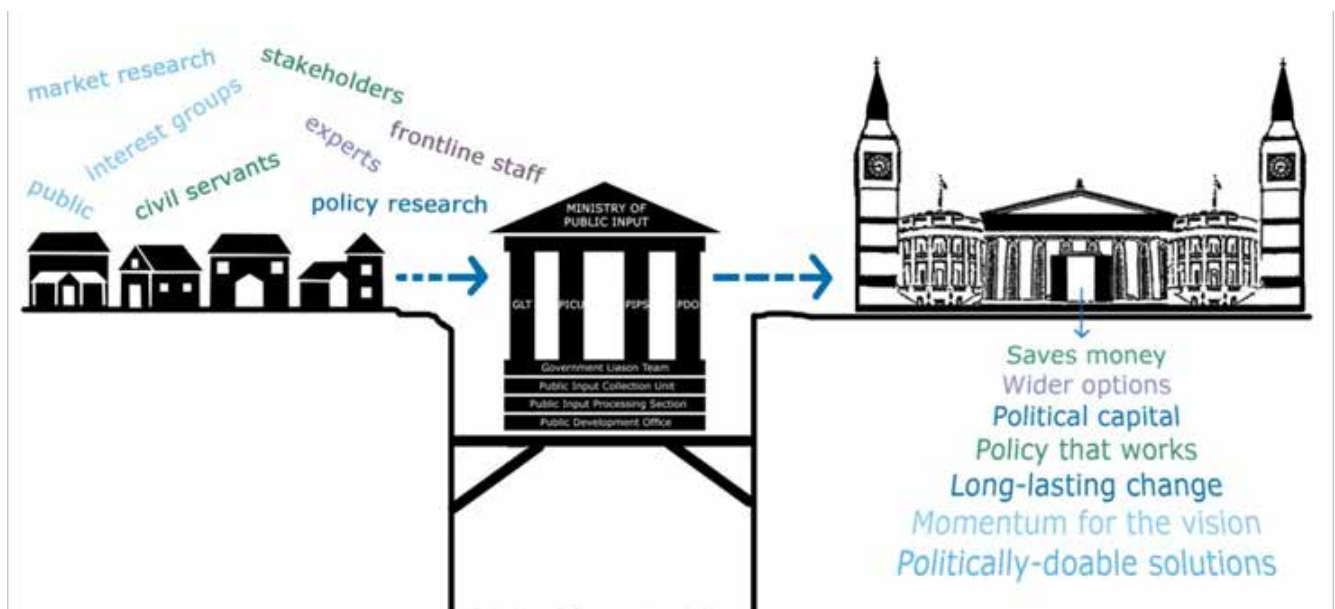
Bridging the gap between public input and government decision making, the research took into account the realities of government, the need for leadership, and that politicians make the final decision. It obtained the perspective of senior politicians through 50 interviews with government ministers in New Zealand, Australia, the UK, Canada and the US. The ministerial perspective provides important support for IAP2 values and claims in existing public participation literature for why public input - done well - is beneficial, such as that political leaders need to get a wide range of input to inform their decisions and that conversational input is the most valuable. It also emphasised the need for public input to take into account constraints on politician's decisions and there should be a two-way conversation where the public listens to the politician as well as the politician to the public.

The research adopted an appreciative inquiry approach and focused on creating recommendations as to how to make public input more effective in the future instead of adding to the critique of what has gone wrong in the past. Governments need to develop a permanent and properly resourced government unit to collect, process and communicate ongoing public input such as a Ministry or Commission of Public Input. Within this unit, a Public Input Collection Unit would

collect public input from a diverse range of sources, use a range of methods to create constructive conversation, specify what is on/off the table, focus on producing workable solutions and record results accurately and objectively. The Public Input Processing Section will analyse and produce reports on public input events, create a report for politicians, disseminate event reports and a wide range of other inputs and disseminate the government/leadership response to public input. A third component, the Government Liaison Team, needs to gather politician's input into the public input system and distribute reports on public input to Government.

The research also provides powerful arguments – including those voices by government ministers themselves - for why public input is beneficial to politicians pragmatically as well as democratically. By improving public input systems; acknowledging the limits of their own power and knowledge; and devolving solution-finding to others, politicians are able to implement policy development that lasts beyond their time in power.

Research results were disseminated through a report distributed to practitioners and politicians, presentations about the recommendations, and an academic book *The Ministry of Public Input*.



IAP2 Affiliate Overall Winners and Finalists

Research Award 2015

IAP2 South Africa Winner

SRK Consulting, the World Resources Institute and Finley Greenberg Inc.

Initiating Stakeholder Engagement Plans for Carbon Capture and Storage (CCS) Deployment in South Africa

The Department of Energy is investigating deployment of Carbon Capture and Storage (CCS) in South Africa. A national and international team of experts in CCS and stakeholder engagement was tasked to design a stakeholder engagement strategy to involve South Africans in the decision of whether CCS should be deployed in South Africa. The challenge was to develop an engagement strategy at a national and local level that would both raise awareness of CCS and offer the opportunity to engage a wide range of stakeholders to participate in the process in a meaningful way.

As expected, there were many challenges to overcome during this process. The first being finding a way to introduce CCS as a new concept and technology to South Africans who had varying abilities to participate in the different levels of the debate. The overarching debate was whether CCS was considered an effective mitigation measure for carbon dioxide emissions to combat climate change. The local debate was whether local communities wanted a CCS Pilot Storage Project "in their backyard". An additional complicating factor was that South Africa did not have a legal framework for CCS implementation. Lastly, the project was undertaken at a time when fracking was in the media and misconceptions regarding the differences and similarities between CCS and fracking required clear explanation.

The complexity of developing Stakeholder Engagement (SE) Plans for CCS deployment required a phased research approach.

- Phase 1: Inception Workshop - involving key stakeholders in the design of the Stakeholder Engagement Plans for CCS.
- Phase 2: Research and key informant interviews, including:
 - Research of international CCS information, including case studies and stakeholder engagement
 - Research of national and local contexts, stakeholder identification, analysis and key informant interviews
 - Identification and review of analogous technologies for CCS
- Phase 3: Development and testing of a SE Plans at a Feedback workshop with the same CCS stakeholders engaged with during inception.

The end result of this research was a Stakeholder Engagement Action Plan for the effective roll-out for stakeholder engagement of CCS deployment in South Africa. In total, this research took eight months to complete and engaged over 10 different stakeholder groups. The lasting impact of this research is both local and national due to the two proposed CCS pilot storage sites.

IAP2 Affiliate Overall Winners and Finalists

Project of the Year 2015

IAP2 Australasia Highly Commended

Logan City Council
Logan Planning Scheme



Logan City, one of the fastest growing regions in Australia, was faced with the challenge of managing the city's rapid development under three separate planning schemes. This was courtesy of local government amalgamations in 2008 when the existing Logan City local government area was merged with parts of the former Gold Coast City Council and Beaudesert Shire areas. Planning requirements that applied to one area of the new Logan City did not always apply in others, creating confusion for locals, frustration for developers and an ever increasing assessment workload for Council Planners. A new, all-encompassing Planning Scheme was a must for the city!

In 2014, Logan City Council released the draft Logan Planning Scheme for public comment. It was the culmination of years of work by Council's planning team, who at the same time were also managing the development of and engagement on several master plans, local plans and neighbourhood plans that would feed into this Planning Scheme, as well as mapping some 22,000 flood affected properties that would be identified in the new Logan Flood Model, having land use implications across the city.

The draft Planning Scheme would establish a framework to support the rapid growth and development of Logan City by identifying opportunities for 70,000 new dwellings and 50,000 new jobs. Most importantly, the new Planning Scheme, when finally adopted, would replace the three existing planning instruments already in place, reducing red tape and simplifying planning decisions across the City.

Public engagement on the draft Logan Planning Scheme took place over 60 business days from 3 February to 30 April 2014. It was the largest city-wide engagement process undertaken in Logan City in recent years and, significantly, operated for twice the stipulated minimum engagement period required under State Government planning law, in an effort to meet community, industry and other stakeholders' needs.

The public engagement program had three core overarching goals:

1. Raise awareness and educate the community about the Planning Scheme, and city planning generally.
2. Create accessible opportunities for the community and other key stakeholders to influence decision making and planning outcomes.
3. Engage with a diverse range of stakeholders using different meaningful forms of engagement to make this engagement accessible and valuable.

The engagement program was both effective and successful, and generated a high level of interest and positive response from the Logan community. A comprehensive range of activities and materials were developed that targeted different community and industry stakeholders, addressing the challenge around the varying degrees of town planning knowledge across the community. A key feature was the blending of face-to-face opportunities with ample online engagement, and more specifically the interactive mapping tool which allowed the public to view any aspect of the Planning Scheme via the map and then click through the associated planning information and fact sheets further explaining this. The map was completely searchable so stakeholders could look up their own address and not only view the different planning scheme layers relevant to their area but produce 'before and after' property reports showing exactly what changes were proposed in the new scheme. The draft Planning Scheme received a total of 693 submissions from individuals, community groups and industry – a response rate of almost twice that of the Queensland Plan for the geographic area covered. The planning team spoke to approximately 2,600 residents and the web page received more than 26,000 hits. A major achievement for a local government area planning scheme.



IAP2 Affiliate Overall Winners and Finalists

Project of the Year 2015

IAP2 Canada Winner

Beringia and Pikangikum Health Authority

Working It Out Together: Pikangikum First Nation's Healing Journey for Comprehensive Community Health

The Pikangikum First Nation (PFN) is on a journey of taking control of their health governance, increased self-determination and building a stronger, healthier community. They started this journey with a Community Health Needs Assessment (CHNA) based on over a year and a half of extensive community engagement, research and analysis completed in December 2013. Now two years later, PFN is celebrating the completion of its community-based, participatory Comprehensive Community Health Plan (CCHP), which translates the needs, identified in the CHNA into an innovative, accessible and "implementation ready" plan as to how to translate PFN's needs, issues, strengths and vision for the future into tangible action.

The community had never completed a community-based process of this kind, driven by the community, for the community. The purpose of this CCHP process was to produce a well-researched, community-based, participatory health plan to directly support community decision making. In addition, other objectives included: 1) strengthening and celebrating of PFN's local planning capacity; 2) reclaiming of culture, participation and community voice; 3) supporting community healing and understanding of health in a holistic way; 4) determining local health.

The PFN used a wide variety of small and large practices to engage the community over a 24-month period in order to gather the information needed. These events and other methods include:

- Community feasts, youth workshops, open houses, staff workshops
- Elder's sessions, Chief and Council meetings, inter-agency meetings
- Community radio, comic strips, storytelling, surveys, and photography

As a direct result of this project, a Community Vision Statement has been created that consists of 18 health principles, 22 objectives, 69 healthy actions, a supporting implementation strategy, action plan, and budget. In total, there have been over 860 people actively engaged in this project.



IAP2 Affiliate Overall Winners and Finalists

Project of the Year 2015

IAP2 USA Winner

Metro, Portland

Powell-Division Transit and Development Project

Metro, the regionally elected government and metropolitan planning organization in the Portland, Oregon area, is responsible for convening local jurisdictions and transit agencies to plan new high capacity transit projects. The main goal of this project was to begin the planning of the region's first rapid bus transit system along a 15-mile stretch through the most diverse part of the state. There were, and to some degree still are, many significant challenges to overcome in this process. The proposed area for this project is an auto-oriented and significantly congested east/west route from Portland to Gresham, Oregon's fourth largest city. In addition, the numbers of transit riders around this area is the highest in TriMet's system due to the large population of low-income households and significant number of high-schools and colleges in the area. Finally, there is a deep resentment and scepticism towards government in the area dating back to before the 1990's.

In order to effectively engage the public, a three part sample process was created. The first phase of the process was in-person, one question, multilingual surveys at bus stops and busy community events. The second phase was an online platform that featured an interactive map, multilingual surveys, a comment section, and targeted social media campaigns aimed at local students. The third and final phase was culturally specific project discussions led by leaders within each community. These events were a place where the leaders could share and discuss what they had learned about the project directly with the decision makers.

The results of this process were largely positive and conveyed broad public support for the project. Many productive relationships were built between Metro and members of the community that should lead to further advancements in public participation in the area. In addition, as the planning phase concluded, the decision-making body unanimously agreed to continue their role in the project. There has also been a regional impact from this project in that it has been used by others for planning, equity, and decision-making processes.



IAP2 Australasia Project Category Winners and Finalists

Planning

Highly Commended

Department of Education & Communities, Public Schools NSW Division in Partnership with Straight Talk Strengthening the Future provisions of Public Secondary Education in the Inner Sydney Area



The NSW Department of Education and Communities plans and delivers public school education in NSW. Parents, teachers, students and the broader community all have perspectives on the best way education can be delivered and the location and facilities of public schools are an important element that shape educational outcomes.

The inner city area of Sydney has experienced significant growth in population and this trend is set to continue, with a marked increase in the number of families with school-aged children now living close to or within the CBD. The Department undertook planning for a new primary school in the Ultimo/Pyrmont area in 2013 and in early 2014 the Inner City Schools Working Party (ICSWP) was tasked with determining recommendations to the Government for addressing future high school education needs.

The ICSWP, with Straight Talk, developed a stakeholder and community consultation program to seek community input on options for addressing high school education needs in the short and longer term. Community engagement needed to:

- Provide a range of ways for diverse stakeholder groups (students, teachers, Principals, parents, future students and parents, P&Cs, local Councils, local politicians, community and interest groups and hard to reach groups including Aboriginal and Torres Strait Islanders and people of Culturally and Linguistically Diverse backgrounds) to participate
- Avoid polarising discussion and debate around the relative merits or failings of particular schools and focus on educational needs and strategies for addressing future growth
- Ensure feedback represented the full diversity of views so the Department and Government could have confidence in the outcomes.

Engagement activities included online, focus groups, workshops, self-directed Kitchen Table Discussion Guides, briefings and regular newsletters and email updates. More than 4,500 people were involved in the process with over 600 people from a large and diverse range of inner Sydney school communities actively participating in workshops, focus groups, Kitchen Table Discussions and/or the online forum as part of the consultation.

The final decision, a new high school, was announced on 16 February 2015 and the site, the existing Intensive English High School at the old Cleveland Street Boys High School site, was one that had been identified through engagement. In addition, ideas for how the Intensive

English High School could be relocated to existing CBD commercial premises, for example, were also identified during the engagement process.

The high degree of transparency about the process and its outcomes contributed to improved relationships between the Department and some key stakeholders, including local Government representatives and inner city parents and has allowed a greater depth of press coverage to more fully illustrate the complexities of forward planning for public education facilities and services in rapidly changing urban environments.

In addition, the diverse range of techniques, particularly the self-directed Kitchen Table Discussion Guides, encouraged the active and constructive participation of stakeholders such as the local member, ensuring a wider reach and deeper conversation about how to best meet future educational needs in the inner city.



IAP2 Australasia Project Category Winners and Finalists

Environment

Winner

Lake Macquarie City Council Turning Opposition into Collaboration



The story of how Lake Macquarie City Council developed flood risk plans for Marks Point and Belmont South is a narrative that turns conflict between the community and Council into an allied, collaborative force working together for a united cause.

Under NSW planning law, councils are responsible for managing local flood risk and taking into consideration expert scientific advice from NSW and Federal Government agencies about predicted sea level rise and its impact on flood-prone areas.

Lake Macquarie is a tidal coastal lake, twice the size of Sydney Harbour. A flood study conducted in 2012 revealed that nearly 6000 lakeside residential properties would be affected by flooding. With a rise in sea level of 0.9 metres, this increases to more than 8500 homes. In Marks Point and Belmont South, 939 of 1190 dwellings could expect over-floor flooding.

In 2013 Council instigated a pilot project to develop a local adaptation plan for Marks Point and Belmont South, to identify actions that would minimise the impact of flooding and predicted sea level rise. The Plan is the first of a number of local adaptation plans to be developed in partnership with local communities around the City.

At the same time when Council adopted its Flooding and Tidal Inundation Policy, flood insurance became a mandatory component of property insurance in Australia, resulting in some significant premium increases. This price increase was a result of flooding events in Australia and around the world however, there was a perception in the community that Council's policy was causing rising insurance costs and decreasing property values.

That year, more than 800 people signed a petition of no confidence in Lake Macquarie City Council's Flooding and Tidal Inundation Policy.

Committed to engaging with the people whose property is at risk of flooding, Council's Project Team developed a way to transform its relationship with the community into a cohesive, collaborative bond. Instead of prescribing the way in which Council would involve the community in developing the local adaption plans, the community was invited to codesign the engagement process.

A series of workshops and information sessions, to which all members of the community were invited, produced a list of proposed flood and sea level rise management actions. To assess the feasibility of these proposed actions against the community's expectations and the local legislative planning framework, the community formed a working group and sub-committee that partnered with Council, working alongside staff in engaging the broader community to understand flood risk and develop the local adaptation plan.

Keeping the engagement process fluid, and giving the community a sense of control over the outcome and how they were to be involved throughout the project, transformed community opposition into collaboration.

A vocal group of people opposed to Council's Tidal Inundation and Flooding Policy became champions and community advocates for planning for climate change adaptation.

After extensive engagement with the working group and broader community, members of the subcommittee, many of whom previously responded to the topic of sea level rise with fear and anger, presented their proposed plan to the elected Council, as a joint community-Council project.



IAP2 Australasia Project Category Winners and Finalists

Environment

Highly Commended

Ecosystem Science Council Ecosystem Science Long-Term Plan



Ecosystem Science Long-Term Plan

The Ecosystem Science Long-Term Plan project used public participation as the cornerstone of a process to develop a new long-term plan for ecosystem science in Australia, which sets out priorities for sustaining, developing and enabling the use of this area of science over the next twenty years. A supporting goal of the project was to establish inclusive and participatory processes as a new norm for ongoing collaboration and collective action by the community of interest.

The IAP2 core values are reflected throughout the project, with the overall methodology designed to seek out all affected parties, and bring them together to make equal contributions that had a real impact on decisions.

At the outset, four principles were identified as foundations for the project: inclusivity, openness, collaboration, and transparency. These principles guided the design of the participation process, to enable the community to work together in responding to two key questions: (1) what is the community's vision for ecosystem science in twenty years?; and (2) what are the priority activities we need to implement, support or change in order to achieve this vision?

The key challenges to success in this project related to the diversity and geographic distribution of the community, which encompasses people across a range of systems and industries nationally. In addition, limited project resources and an entrenched hierarchical culture with little experience of participatory activities posed challenges. The public participation process responded to these challenges by investing heavily in communication and relationship-building with the community, by providing a diversity of opportunities to participate in the project, and by using online communication and tools to break down the tyranny of distance.

The participation process was designed to allow any interested party to participate on an equal footing, and to engage the public as true collaborators that had ownership of the project and decisions made. The project was innovative in the way that it combined a range of common tools (surveys, workshops, online submissions) into a framework that supported a cascading series of decisions by the community, to generate meaningful content that was shaped into the final project output. Throughout the project, the website and social media were used to share information and updates with the community, giving them the information they needed to participate and understand how their contributions were used in decision making.

A single innovative activity within the project was the empowerment of the community to run their own participatory activities and to submit contributions based on these. This activity widened the circle of participation in the project, and built the capacity of some of the community to design and implement participatory processes. Ultimately the project was successful in meeting its goals, with a

wide range of people across the community of interest participating to collaboratively develop their plan for the future. Feedback from participants, stakeholders, and supporting organisations throughout the project was positive.

It is hard to conceive how the project could have progressed without public participation, and the high level of public participation in the project is now part of what makes the project output highly regarded by a wide range of audiences. The fact that the project represents the collective 'voice' of a wide community working together provides added weight, and a strong foundation for future collective action by the community.



IAP2 Australasia Project Category Winners and Finalists

Smart Budget

Winner

City of Greater Geraldton Moving Forward



The City of Greater Geraldton committed to involving the community in decision-making processes, utilising the IAP2 public participation spectrum in 2011. Since then the City has undertaken many significant community participation processes. In one of its most ambitious projects, the City undertook an in-depth community engagement process to prioritise capital works and review City services in 2013/14. However, the ongoing nature of community participation and because there have been some significant changes in the external and internal environments such as reduced State and Federal Government funding, escalating utility costs and a growing backlog of infrastructure renewals over the last 12 months, it is important to continue that conversation. These factors, combined with the need to keep rates rises down, meant it was important to review and possibly cease some non-mandatory services to achieve financial sustainability.

Cutting back on services requires Council to make difficult decisions about which non-mandatory services the City can continue to offer and which must be discontinued or reduced, whilst still being able to maintain assets and pay bills when they fall due. In coming up with solutions to these challenges, the City has long recognised that the best solutions are those that are made collaboratively between Council, City staff and the community utilising the principles of public participation and deliberative democracy. Therefore, to help the Council in making this very important decision, the City held a Community Summit. The purpose of the Summit was to allow the community to prioritise the non-mandatory services the City delivers within the context of budget constraints.

The Community Summit was designed to provide members of the community with an opportunity to learn more about the non-mandatory services the City provides, deliberate with other participants about the relative importance of those services and develop a priority list of non-mandatory services created from their combined vote. The prioritised list was a critical piece of information to assist Council in deciding which services it will continue to deliver and those it won't.

The primary output required from the Summit was a list of non-mandatory City services prioritised by the Community. Desired outcomes included: clearer and stronger alignment between services and community priorities; greater understanding in the community of the range of services provided by the City and funded via their rates – i.e. people would have a greater appreciation of how their rates were being used; shared ownership of this new challenge facing our Community and Council in balancing community need and expectations with the budget; building on the trust between the City and community; and ongoing improvements to transparency of decision making.

The Summit was designed within the following parameters:

- All non-mandatory services would be included in the process.
- The whole cost of each service would need to be considered, including the cost of staff to provide the service.
- To achieve the output required (i.e. a prioritised list) participants would not be able to change the cost of the service as this was a different issue that related to level of service. However, comments about levels should also be captured.
- All participants must attend both parts of the Summit to ensure the priority list was developed through deliberation with fellow participants.

73 participants were responsible for reviewing 98 non-mandatory services provided by the City, and then choosing to either fund or not fund the service, using innovative software designed in-house specifically for the Summit.



IAP2 Australasia Project Category Winners and Finalists

Health

Highly Commended

Hope Community Services & 361 Degrees Stakeholder Engagement Services Hope Springs Community Farm



Hope Community Services is a community services organisation that provides supported alcohol and other drug (AOD) programs to adults and at risk youth. In recent years, demand for residential rehabilitation services in the Midwest region of WA has exceeded capacity. In 2012 Hope Community Services secured a capital grant of \$2,000,000 from the Western Australian State Government to purchase a property in the Geraldton region to further expand residential rehabilitation services in the Midwest.

In 2014 Hope identified a suitable property and commenced the acquisition process. The acquisition and service model faced several engagement challenges:

Sector: The drug and alcohol community sector, as a result of the significant level of stigma and discrimination faced by those dealing with substance misuse, is a risk adverse sector that has a preference to operate quietly and limit interaction with the media and the broader community.

Acquisition: Acknowledging that a degree of community opposition follows the announcement of the location of alcohol and drug treatment centres, the location for these services is typically secured by an arrangement that removes the risks associated with acquiring property. In the case of Hope Springs Community Farm, there was no property. Funding was provided to acquire a suitable freehold property.

Perception: From the outset, Hope acknowledged that there was a high likelihood of organised opposition to the project. Serious misconceptions about the project included local property values will decline, the community farm will attract active drug users to the area and the community farm will make the area unsafe.

To manage communications across 125 identified project stakeholders and a community of 35,000 residents, stakeholders were grouped according to their interest and power in the project and allocated each group to an engagement level within the IAP2 engagement spectrum. Stakeholder engagement ranged from inform to collaborate. Engagement highlights included:

- The establishment of a permanent Community Farm Reference Group of community members, rehabilitation residents and staff.
- Presentation of the engagement method to the Australasian Therapeutic Communities
- Association Annual Conference in Sydney in October 2014.

- A facilitated community workshop and the distribution of a detailed 18 page workshop outcomes report to the community.
- The drafting of several widely distributed documents including a project information sheet and a ten page project commitments register with an undertaking to report against progress towards achieving the commitments made to the community on a six monthly basis.
- The consideration of the stakeholder feedback resulted in the creation of a unique model for the farm. This model blended the complementary elements of a community farm with the traditional therapeutic community model. This is a unique proposition for the rehabilitation sector in Australia.

In addition to achieving our engagement objectives, the project has started the process of engaging the community in a conversation around drug and alcohol rehabilitation. In a community where law and order has dominated the conversation, Hope's engagement around the community farm has encouraged the community to explore rehabilitation as a solution to the harm caused by drugs and alcohol.



IAP2 Australasia Project Category Winners and Finalists

Infrastructure

Winner

Sydney Water & GHD

South West Growth Centre Wastewater Servicing Project



Sydney Water engaged GHD as part of the ENSure joint venture with Jacobs to plan wastewater infrastructure that would cater for growth in part of the South West Growth Centre. The infrastructure will ultimately service Leppington and surrounds. Effective community and stakeholder engagement was key to ensuring that the infrastructure routes and construction methodology considered the needs of landowners, government agencies and developers. The new infrastructure includes two wastewater pumping stations and 14 kilometres of trunk wastewater mains. The work affected three local government areas and two State electorates.

The existing community includes residents, tenants, market gardeners, major poultry and livestock operations, a large rose growing operation, smash repair and other small businesses. These rural and semi-rural areas will see significant change in the coming years. Long term residents and landowners needed clear information and an approach sensitive to the rapid change affecting their businesses and homes.

Several other forms of major infrastructure operated or were being built or upgraded in the area. These included the South West Rail Link (Transport for NSW), road upgrades (Roads and Maritime Services), the Upper Canal drinking water supply (Sydney Catchment Authority), the Eastern gas pipeline and local pipelines (Jemena), high voltage powerline easements and new substations (Endeavour Energy). Stockland had started developing a major landholding to be serviced so timing was critical. GHD and Sydney Water liaised with each of the affected agencies and councils, adjusting infrastructure locations, construction timing and restoration arrangements to meet individual needs.

Multiple overlapping infrastructure projects and the uncertainty about the land development process created issues for landowners. Many were confused as to which agency was responsible and the implications for their property. Parts of some properties were being acquired for road widening and a wastewater main was to be located in this still privately owned reservation.

GHD and Sydney Water provided landowners with up to date project information and opportunities for meaningful input and feedback, with pipeline alignments moved to accommodate customer requests where possible. Communication tools and techniques included day and night community information sessions, distribution of communication materials (community newsletters, personalised letters and updating the Sydney Water website), phone calls, emails and multiple on site, face-to-face after hours meetings. GHD and Sydney Water used consistent and experienced personnel who could explain the implications of what was proposed and advocate for landowners to other government agencies and the delivery contractor. GHD represented Sydney Water and materials were branded appropriately.

Most property owners had specific requirements to be managed during construction including continuity of access for rural and related businesses. These were all negotiated and documented in pre-construction customer agreements with detailed photographs and included in a register for delivery contractor tendering. This enabled them to be scheduled and priced into the offer to Sydney Water.

The real benefits of this public participation program have been seen during the construction phase. The chosen alignment has so far been demonstrated to be robust. Given the high impact of the work, the community has been very accepting and the project received a number of compliments. Typical feedback from the community included "I have been very impressed with Sydney Water, you've kept us informed every step of the way."



IAP2 Australasia Project Category Winners and Finalists

Infrastructure

Highly Commended

Straight Talk

Moorebank Intermodal Terminal Citizens Jury



The Australian and NSW Governments plan to create an intermodal facility to facilitate the transfer of goods to, from and within Sydney, and to relieve traffic congestion on Sydney's roads. The project provides considerable benefits for the broader community including \$9 billion in economic benefits like improve productivity, around 2200 long-term jobs, and a reduction of over 60,000 kms travelled by freight trucks around Sydney, with intersection upgrades in Moorebank.

However, the terminal will have an impact on the local community adjacent to the site, particularly in relation to traffic, noise and visual impacts. Although these impacts will be mitigated in accordance with environmental planning and protection legislation, they will still be felt by the local community. The Moorebank Intermodal Company (MIC), who is overseeing the delivery of the project, was keen to hear from the local community with ideas for a package of measures to benefit the local community.

Following attempts to gain feedback through traditional engagement methods, MIC in partnership with the New Democracy Foundation, decided a citizens' jury would be the most appropriate way to involve previously disinterested, and culturally and linguistically diverse, local community members in the decision making process. Ordinarily, government decided the local benefits to be implemented as part of government infrastructure projects but in this case the citizens' jury was charged with identifying what package of measures could benefit the local community.

Straight Talk was engaged to design and facilitate the citizens' jury. Its design and delivery had to:

- Assist the jury to understand the complex information it needed about the project and to work together effectively within the different cultural constraints, to critically analyse information and share opinions openly
- Respect, build consensus within and empower all jury members to 'own' the process
- Provide a staged approach to guide the jury through their decision-making process without leading or influencing any of their decisions.

Given the various linguistic and educational backgrounds of individual jury members, providing relevant information that was accessible to all was a key requirement. A variety of mechanisms were used to do so, including audio-visual presentations, face-to-face presentations, small group interviews with experts, a site visit and written material. A secondary function of the information shared with the jury was to assist them to participate in the jury process; for example understanding critical thinking, team dynamics and consensus building.

The jury identified three key concerns for their community – health, youth unemployment and maintaining a sense of community in light of significant growth and development in the area. Then through a staged decision-making process which started with the term 'public benefits' being defined by the jury, hearing from experts on possible options, discussing with families and friends in the neighbourhood, and then deliberating; the jury finally agreed on three public benefits that focused on creating healthy lifestyles, vocational training and other community benefit programs.

At the close of the process the majority of jury members strongly agreed that: the jury worked for the common good and represented the interests of the wider community; the level of consensus reached on the recommendations felt robust; and the jury process will achieve valuable outcomes for the community.

Never before has a group of everyday citizens been given the opportunity to decide on a package of measures to benefit their community and no other process would have been able to get beyond the 'loud and articulate' to ensure everyday citizens could contribute to lasting benefits for their local community.



IAP2 Australasia Project Category Winners and Finalists

Emergency Services

Winner

Tasmanian Fire Service Bushfire Ready Neighbourhoods



Bushfire Ready Neighbourhoods (BRN) is the Tasmania Fire Service's (TFS) community engagement program for bushfire prevention, preparedness and response in Tasmania.

How did the BRN program come about? Until 2009, there was a clear gap from research around bushfire risk 'shared responsibility' and community led programs in regards to bushfire preparedness. Research was emerging from the former Bushfire CRC on how individuals interpreted hazard risk, emergency response expectations and the influences that motivated them to act on the risk. The insight provided crucial clues on potential opportunities to bridge the gap between risk awareness, householder intentions and emergency preparatory action.

TFS initiated an action research pilot which ran between 2009 and 2013. The pilot was delivered in collaboration with TFS stakeholders and the Australasian Fire and Emergency Services Authority Council (AFAC), Bushfire Cooperative Research Centre (BCRC) and the University of Tasmania (UTAS).

What did the Pilot reveal? The Pilot's engagement with key representatives in each of the local neighbourhoods indicated that an interactive forum about bushfire preparation held in their local area was the best way to start the conversation around shared responsibility. By using an action-research approach TFS gathered a strong evidence base to guide their work with communities to make them safer over the long-term. In particular, it was learned that a 'one size fits all' approach doesn't work when encouraging communities to be prepared for bushfires.

There were also clear indications from research that developing community bushfire preparedness programs with the input and ideas of the community is a more effective, sustainable, and economical way of delivering preparedness education within communities. The success of the BRN pilot is widely recognised and it received the State and National Resilient Australia Awards in 2014.

Now a permanent program of TFS, the Bushfire Ready Neighbourhoods work meet with the members of the community who know their neighbourhood best to design and facilitate local bushfire awareness activities. Community leaders and householders are invited to be involved in the decision making process and to provide feedback to guide TFS staff engagement processes at a local level. This approach leads to residents being more active in bushfire preparation activities and more likely to adopt these measures as information provided is more specific and contextualised.

BRN program is staffed by a Community Development Coordinator and three Community Development Officers, based in the North-west, Northern and Southern areas of Tasmania, who commenced working with 16 identified communities from June 2014 in the lead up to the 2014-15 bushfire season.

The success has seen local groups forming into bushfire ready neighbourhoods and individuals taking a shared responsibility approach to bushfire prevention, preparedness and response, recognising that 'we all play a part'.



IAP2 Australasia Project Category Winners and Finalists

Capacity Building

Winner

Natural Resources SA Murray-Darling Basin Creating Young Environmental Leaders



The River Murray Youth Council (RMYC) is a ground-breaking youth leadership model that provides a network for like-minded high school students who share a passion for the environment and want to learn how they can make a difference. The students volunteer their time outside of school hours to attend meetings, conferences, run workshops, participate in on-ground works and work with local environmental groups and experts.

More than 200 high school students across the SA Murray Darling Basin have been through the River Murray Youth Council since 2002. On International Youth Day on 12 August 2014, the South Australian Murray-Darling Basin Natural Resources Management Board released a new report titled 'River Murray Youth Council Students—Where are they now?' which focused on students that have been involved in the River Murray Youth Council since its inception in 2002. All of the former members interviewed felt the RMYC improved their understanding of environmental issues, increased how much they valued the environment and changed their behaviours encouraging them to live more sustainably.

In addition to the RMYC more than 800 Upper primary school students have been through the Young Environmental Leaders (YEL) Program. These students develop leadership skills to spread the message and knowledge about environmental action to thousands of family and community members through assembly presentations, classroom activities, community events and articles in their school newsletters and local papers.

These youth leadership models provide young leaders in remote rural settings with the voice, knowledge and skills to make a difference in the environment, both now and in the future. Students of the programs become empowered by their experiences to motivate others to protect the environment and some members go on to further environmental study and work in the field.

Since their inception these models continue to expand and improve and have inspired similar organisations across Australia to establish similar models. The South Australian Murray-Darling Basin NRM Education Program has been successfully running the River Murray Youth Council and Young Environmental Leaders Program since 2002 and 2007 respectively.



IAP2 Australasia Project Category Winners and Finalists

Capacity Building

Highly Commended

Healthy Together Geelong Healthy Workplace Network



Healthy Together Geelong (HTG) aims to improve people's health where they live, learn, work and play. It focuses on addressing the underlying causes of poor health in children's settings, workplaces and communities to strengthen Geelong's health prevention system. The overarching goals of the initiative are to achieve the following population health outcomes:

- Decrease the rate of overweight and obesity from 54.1% to 48.6%
- Increase the rate of physical activity from 63.6% to 69.3%
- Increase daily serves of fruit from 1.72 to 2.32 serves, and vegetables from 2.49 to 3.96 serves
- Decrease smoking prevalence from 18% to 15.6%

The Healthy Together Geelong (HTG) - Healthy Workplaces Network (HWN) has contributed to establishing sustainable, healthy environments in City of Greater Geelong (CoGG) workplaces. With a reach of 27,201 people in the Geelong workforce, plus hundreds of other individuals connected to these workplace settings such as family members, the success of the network can be attributed to its unique set-up; it was established for its members by its members. The HWN continues to develop via a process of on-going consultation focusing on the needs of the workplaces in Geelong, assisting them to build capacity to improve the health promoting aspects of their environments. For the first time, health promotion and service provider organisations within Geelong are working collaboratively to provide for these settings needs in a sustainable, rather than programmatic manner.

A focus on relationship building

Time was committed to establishing relationships at the beginning of the project before direction was set and resources developed. This way the needs of participants could be met more effectively and project support from the wider community is ensured.

Capacity building

The method of providing professional development opportunities that increase the capacity building of the setting, rather than just giving them information, helps ensure sustainability in the setting and leads to a wider sphere of influence than HTG staff members alone can provide. By up skilling staff members from workplaces to go back to their environments and make changes, update policy and engage the whole workplace environment in change ensures the beginning of a positive healthy culture at the setting.

Providing meaningful assistance to participants

It was important that the information provided to participants of the HWN related to meeting the standards of the AP. Therefore resources developed and provided by HTG (such as policy templates, supporting resources) were all concerned with meeting the benchmark areas of the AP. Case studies of workplaces in the Geelong region who have successfully implemented key areas of the AP have been highlighted to others in the HWN.

Collaboration of organisation's

The ability of local health organisations to collaborate on joint initiatives has been a great success of the HWN. HTG truly has pulled like-minded services 'together' and this has proved a massive benefit to the both workplaces in implementing the AP and service organisations in their work efficiency.

The way forward...

Registrations to the AP stand at 75 organisations which in turn reach around 27,000 employees in our region to improve health outcomes. Average attendance numbers at network events sits at around 50-60 participants currently. HTG now receives fantastic support from fellow health organisations and many workplaces have registered based on recommendations from these people. This factor, along with positive communication regarding the Network amongst workplaces, is a reason the Healthy Workplace Network continues to grow and is on track to reach HTG outcomes.



IAP2 Australasia Project Category Winners and Finalists

Encouragement Award

Kāpiti Coast District Council Kāpiti Town Centres and Connectors Transformation Project



In planning, sometimes the best engagement occurs outside formal statutory consultation. Taking the time to engage outside formal process can have real benefit in terms of building relationships; being innovative and having some fun. It can also lead to smoother engagement when done upfront of major community projects requiring a statutory process.

That is certainly the case with the Kāpiti Town Centres and Connector project. Kāpiti Council District Council seized the opportunity over one year upfront of the formal Long-Term Planning process to engage with the community over their main town centres.

The Project objective is to develop a long-term plan for the transformation of Paraparaumu and Waikanae town centres. Phase one of the Project is focused on engaging with the community to develop a shared vision and concept for these town centres that will feed into the Council's formal Long Term Plan (LTP) public consultation starting in March 2015. The decision to be made at the end of this phase was for Council to endorse the vision and concept designs as ready for formal community consultation through the LTP process.

Based on a good understanding of the community, Council proposed an engagement framework using an iterative design process and milestone open days. That was supported with a range of methods that have proven to work well with the Kāpiti Coast community, including regular newsletters, focus groups, articles in the local paper and one-on-one meetings. Under that broad framework, the project team remained flexible and asked people how they would like to be engaged and responded accordingly.

The mix of a tried and tested methods, with the flexibility to be nimble and respond to how people wanted to be engaged with within that framework proved very successful. Over 1000 ideas were received through the open days; a regular newsletter kept over 1400 affected stakeholders informed; and milestone endorsement from Community Boards, key business owners and iwi gave confidence that Council was on the right track. That broad framework also allowed for innovation, particularly outside of statutory process, and the LEGO Town provided that extra spark. Equally, the innovative use of community values to rank options showed how feedback was influencing the decision-making process.

The LEGO Town, built to scale and including known existing buildings like the Library and Civic Building, provided the spark to move from 'non-statutory' to the formal LTP process. It tapped into a range of creative local volunteers to add collaboratively to our engagement. Council moved from previous public processes of 'inform' to one of 'consult' and moved further toward 'collaborate' with key private sector players and iwi. This long-term community project is off to a very successful start.



IAP2 Australasia Project Category Winners and Finalists

Encouragement Award

Campbelltown City Council SA, Thorndon Park Master Plan



A four stage community engagement strategy was developed and implemented to ensure the local Campbelltown City Council community were involved from the beginning to end in the development of a Master Plan for their 'our little gem in the midst of suburbia' - Thorndon Park. Council has been caring for this regional park for over 12 years, albeit reacting to community issues rather than proactively planning for the park. Council sought a more strategic direction for the ongoing development of the park and determined to develop a Master Plan.

The consultation strategy aimed at maximising the community's capacity to have input into the preparation of the Thorndon Park Master Plan and to directly influence the final product. The consultation process sought to develop trust and long term relationships between the community and Council to increase public participation in future consultations. Implementation of a four stage engagement strategy, if it achieved successful outcomes, would demonstrate the value of engaging with the community in all stages of a project, not just at the end which was then the norm for Council.

The project involved four stages clearly feeding from one to the next and aligned to the key decision making times in the project where there was a need to:

1. identify a vision
2. develop several concept plan options based on the vision identified in Stage 1,
3. identify the preferred concept plan form the options developed in Stage 2,
4. Identify the level of support for the final Master Plan

Methods of engagement were designed to meet the specific

participation objectives for each stage as well as the various target groups and included opportunities for participation at the INFORM, CONSULT, INVOLVE, and COLLABORATE levels.

The outcome may not be a Plan that wins awards for its innovative and amazing vision for Thorndon Park. However it is the local community's plan and one that the local community feel they own. The community could see firsthand how the feedback from each stage was influencing the next stage and the overall development of the plan. The engagement strategy successfully involved the public in a new consultation process and different ways of being involved in planning processes. It was the backbone behind a well-supported and sustainable outcome - a plan that can be implemented over a ten year period within Council's financial capabilities and without the need to increase rates, and that achieves the community's expressed vision for the Park.

The project demonstrates the benefits of early and continued engagement with the community in planning processes. Multi staged consultations are now expected and delivered on most projects at Campbelltown City Council.



IAP2 Canada

Project Category Winners and Finalists

Project of the Year – Extending the Practice – Creativity, Contribution and Innovation in the Field

Winner

City of Calgary

Action Plan 2015-2018

Calgary is one of the world's most liveable cities. However, it also faces challenges and costs associated with success and growth. Action Plan 2015-2018 describes how The City of Calgary will respond to the needs and aspirations of the citizens of Calgary over the next four years. It identifies priorities for the period and recommends the services and initiatives that will be provided, the performance results that Administration commits to accomplish, and the operating and capital budgets that will support the achievement of these results.

The first challenge to overcome during this process was figuring out a way to present this very complex information in a readily understandable format. The lack of familiarity held by the general public on the city's business planning processes, and municipal financing sources and procedures, required creative approaches to providing information stakeholders required to provide meaningful feedback. Action Plan 2015-2018 represents the first time that the multi-year business plan and budgeting process moved to a 4-year cycle, in line with the new Alberta municipal election terms, increasing the information that would need to be conveyed to citizens about the process.

Another challenge faced in the creation of the Action Plan 2015-2018 engagement involved the sheer scale of the input required. Consultation would be sought on priorities and spending that would in some way impact virtually every City department. Furthermore, virtually every Calgary citizen was considered a stakeholder. Action Plan 2015-2018, and its engagement component was designed to provide Calgarians the opportunity to provide input on how the city should prioritize spending to continue to move Calgary towards achievement of its long-term goals.

Given the challenge of the wide scope of the project, both in terms of business operations impact and widespread stakeholder involvement, it was determined early on that no single engagement tactic could

provide enough input to support Council decision making on its own. As a result, the Action Plan 2015-2018 engagement strategy sought feedback across distinct streams, using multiple channels and a variety of methods in order to best gather the breadth of input required to span the Action Planning process.

The council directed that engagement was to:

- Be comprehensive, inclusive, and provide multiple opportunities across multiple channels to participate;
- Improve access and convenience of face-to-face opportunities through locating engagement events at community gathering places such as malls, libraries, leisure centers, parks, etc;
- Ensure citizen awareness of engagement opportunities through extensive marketing;
- Embed opportunities for education on the City's services, budgets and business planning process in the engagement tactics;
- Focus dialogue on the community vision outlined in The City's guiding strategic documents;
- Leverage existing engagement and research results in the development and implementation of the engagement strategy.

The process will be evaluated through a combination of participant experience, usefulness of the results, citizen awareness and understanding, and a few additional minor factors.



IAP2 Canada Project Category Winners and Finalists

Project of the Year – Extending the Practice – Creativity, Contribution and Innovation in the Field

Honourable

City of Edmonton

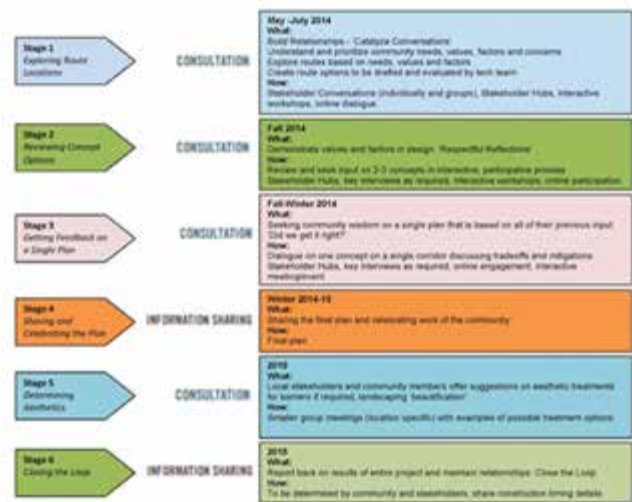
What the B*ke! Evolving Engagement for Edmonton's Bike Lane Projects



The City of Edmonton is transforming into an increasingly vibrant and sustainable city that is guided by a bold, citizen-built vision for the year 2040. This vision includes a long-term transportation plan to enable Edmontonians of all ages and abilities to safely walk, bike, take transit, rideshare or drive to important destinations.

Edmonton wants to be a bike friendly city, so in 2009 it adopted a Bicycle Transportation Plan to guide the development of an extensive city-wide bike network that would encourage more people to choose cycling more often. While this demonstrated forward thinking and an urban approach, there is a tension between well-meaning policy and what's acceptable in reality. From the first bike infrastructure installation in 2010, to what became a tipping point in 2013, on-street bike projects were a growing source of frustration for many citizens. While there was support in principle to invest in cycling infrastructure and encourage more sustainable ways to travel; it was challenged when citizens were faced with personal impacts such as losing front-street parking or a driving lane. Also they were confused about how to safely use the roadway when new bike lanes, signage, and traffic controls were added. After this became the top election issues in 2013, Council directed the development of, and later approved, new approaches to engagement that give citizens a greater role in decision making, with a process that is more accessible and inclusive.

The new process was launched to support two new major bike routes in Strathcona and Downtown.



IAP2 Canada Project Category Winners and Finalists

Project of the Year – Extending the Practice – Creativity, Contribution and Innovation in the Field

Entrant

Halifax Transit Make Transit Better

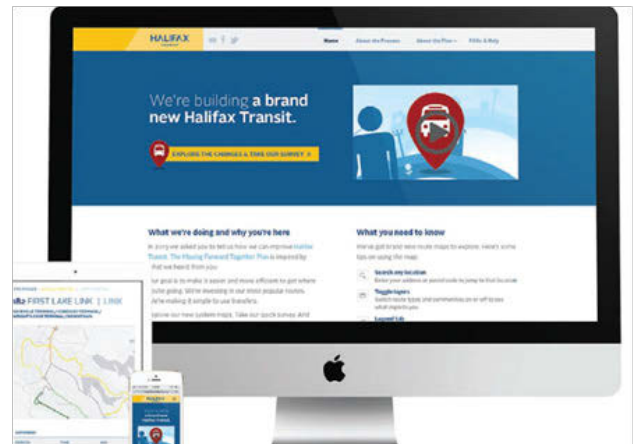
Halifax Transit serves more than 50,000 riders each day through a network of over 70 bus routes. During a public engagement process in 2013 to inform the development of a five-year service plan, residents clearly stated that a complete reconfiguration of the network was required to better meet the needs of the city. Outcomes from the first phase of public engagement included the “Moving Forward Together Principles”, a set of guiding principles that was subsequently endorsed by Regional Council to guide the development of a completely redesigned transit network presented in the draft Moving Forward Together Plan.

The primary challenge in the design and implementation of the “Make Transit Better” public engagement program was to share the contents of the complex draft Plan in a way that residents could easily understand and respond to, and to inform the refinement of the Plan before its presentation to Regional Council for consideration and approval. Secondary challenges to be accommodated in the design of the program included:

- Obtaining input from both transit riders and prospective riders, throughout a large and diverse (urban, suburban, rural) geographic area
- How to gather informed, specific and useful feedback on a complex subject – both in terms of how individuals would be impacted by the proposed network redesign and how it might affect the city as a whole
- Emotion and anxiety about proposed changes to what is considered an essential service by many members of the community

In partnership with the Halifax Transit team, we developed a program that focused on bringing the conversation and engagement opportunity to where people are, both in person and online. The engagement strategy acknowledged that people are busy in their daily lives, and aimed to make it as easy as possible to learn about the proposed transit network redesign and to provide specific feedback on how it would impact individuals’ use of transit – for better or worse.

The process included a diverse variety of methods and events used to promote public engagement and discussion on the issue. These included: direct mail, social media campaigns, public advertisements, email communications, pop-up events, and stakeholder consultation sessions. In total, over 20,000 residents were directly engaged in this process and the total number of residents who were informed through this process reached over 50,000.



IAP2 Canada

Project Category Winners and Finalists

Project of the Year Award - P2 for The Greater Good

Winner

Our Hawkwood

Our Hawkwood Community Engagement Project

The Hawkwood Community Association (HCA) board is, like many volunteer community boards, made up of 8-10 well-intentioned and fairly like-minded community members of a similar demographic who have been around for some time. They serve on the board because they want to make their community a better place through volunteerism and connection. However, unlike many community boards, the HCA board members were keenly aware that they only represented one segment of a diverse community with varied needs and interests. Board members weren't feeling empowered to make decisions on behalf of the whole community because they knew they didn't represent the whole community. They knew that board decisions lacked diverse perspectives, which often resulted in decision paralysis. Due to this issue, a community engagement plan was created consisting of the following principles:

The engagement process is committed to:

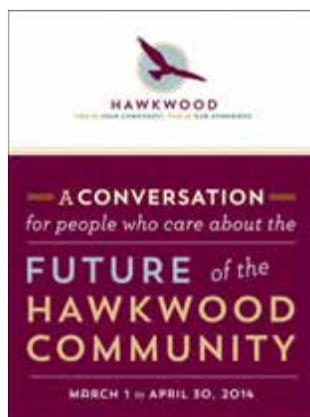
- Working with a wide range of stakeholders who live, work, and play in Hawkwood to gather ideas, views and input on what will make Hawkwood a connected and vibrant community for years to come
- Working as partners with other community groups to support them to host their own conversations and processes to gather input from their constituents
- Using a variety of approaches, tools and techniques to ensure that a wide range of input is gathered
- Implementing a transparent, open and inclusive process that recognizes that the Community Plan must come from the voices of the community themselves

- Extending outreach and building awareness of the Hawkwood Community Association and the work it does

The goals of the decision maker, the HCA, were articulated as follows:

- To hear from people who live, work, and play in Hawkwood about what matters to them
- To use community input to build a Community Plan with specific activities and initiatives for the HCA
- To engage diverse members of the Hawkwood community in the work of the HCA
- To build awareness and support for the HCA and its activities in the community
- To create space and support for big and small community connections

The project's first phase resulted in five key recommendations of specific activities/initiatives for the HCA to take on that will contribute to a vibrant and connected community, which were endorsed unanimously. The second phase of the project brought those recommendations back to the community for further validation and input before the final Community Plan was drafted and circulated. The final plan was approved by the HCA board, celebrated at a community event, and is currently being used to guide the decisions of the board one year later.



IAP2 USA

Project Category Winners and Finalists

Project of the Year

Highly Commended

A Worthy Project: Burns & McDonnell Engineering Company, Inc. Midwest Transmission Project

The Midwest Transmission Project was established to reduce congestion on the region's transmission system and provide essential transmission capacity for long-term, efficient delivery of energy to the region. In addition, it is needed as an alternate route during emergencies for greater service reliability for the Midwest region. This project impacts 17 counties within two states and garnered engagement from around 8,500 people over a 12-month period. The key question that the public engagement process is designed to answer is, what is the preferred constructible and least socially and environmentally impacting route for this project?

In order to gather prudent information, the Project Team developed a comprehensive list of routing criteria that was presented to the public throughout the public meeting process. Criteria was based on social, environmental, and engineering factors, and were used in a systematic comparison of the proposed alternative routes. A wide variety of methods were used to sample and engage the public and gather information for the project. These included comment forms, a hotline, direct letters, online surveys, interactive mapping, news media briefings, advertisements, and press releases. All of these were conducted in a variety of settings, such as: one-on-one meetings, advisory groups, local leaders meetings, community presentations, and public open house meetings.

Feedback received from the public and agencies was used in determining the relative importance of each routing factor for the evaluation. The evaluation focused on determining a reasonable route that minimized overall impacts to natural and human environments while remaining economical and constructible. This route comparison was used to eliminate routes and determine the final routes for consideration.

After the third and final round of public meetings, Project Team members compiled all comments received from landowners about the Reduced Route Network and reviewed this information along with the comments received from local leaders, state, and federal agencies and other public officials. The final selected route was determined after a thorough review of public and agency input, data analysis, and utility feedback. Due to the thoroughness of the public input process, we are proud to announce that there were zero interveners involved in the Missouri Public Service Commission (PSC) hearing.



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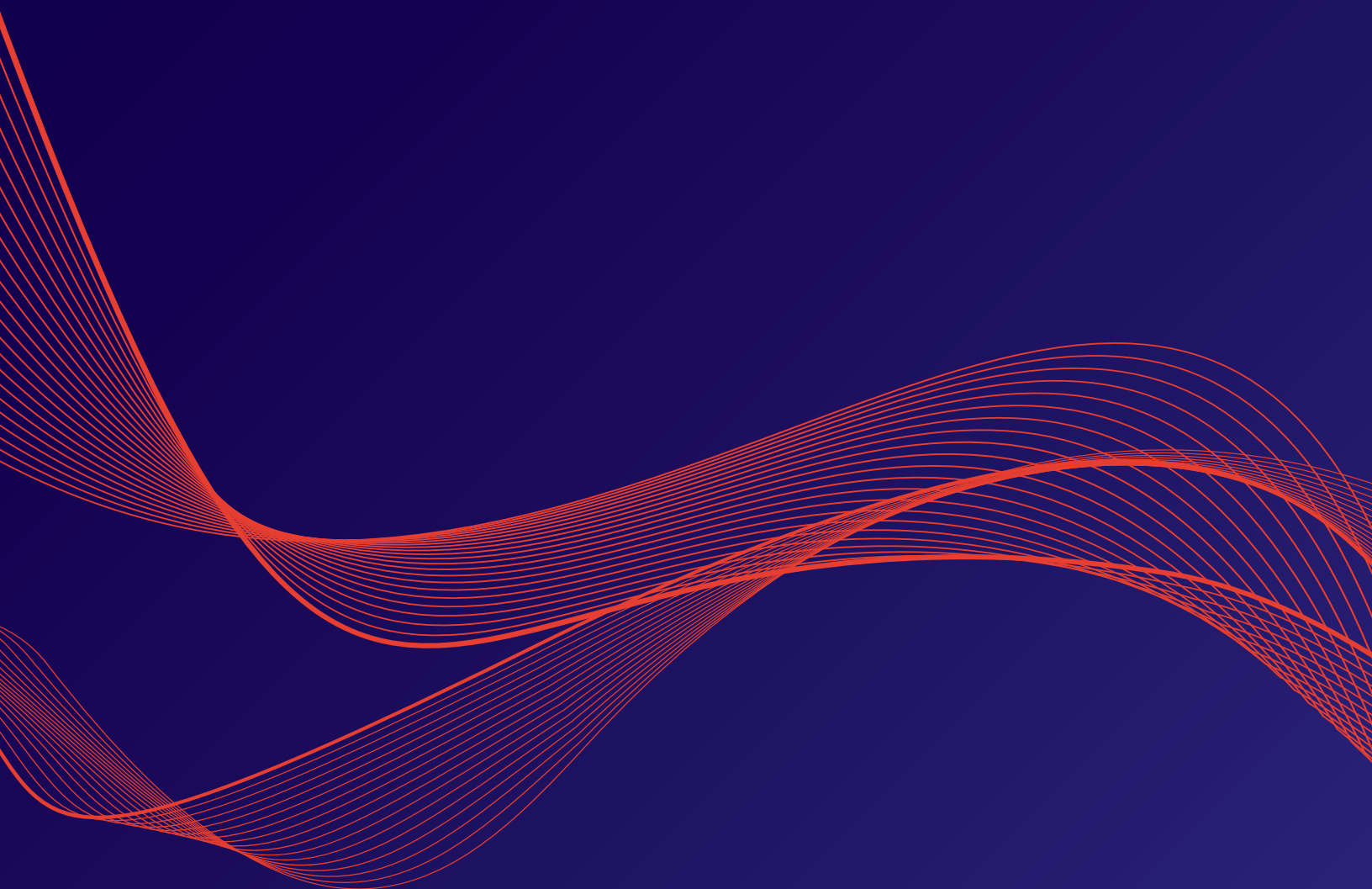
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