



"Working Together"

REGIONS - PARTNERSHIPS
COMMUNITIES - ALLIANCES

Community Participation in Decision-Making Process

Jan Kilbourne

IPWEAQ
2003 STATE CONFERENCE
MACKAY



SUNDAY 5 — FRIDAY 10 OCTOBER 2003
WINDMILL MOTEL & RECEPTION CENTRE

C/-MACKAY CITY COUNCIL - PO BOX 41 - MACKAY - QLD 4740
TELEPHONE: 07 4968 4598 - FACSIMILE: 07 4968 4562
EMAIL: ipweaqcon@mackay.qld.gov.au



MACKAY CITY COUNCIL

COMMUNITY PARTICIPATION IN DECISION-MAKING PROCESSES

Jan Kilbourne
Manager Community Development

Benefits of Community Participation

- Broader understanding by Councillors and staff
- Expansion of community input
- Increased community cohesion – reduction in conflict
- Commitment from community to decisions made by Council
- Community access to information, particularly technical information, underpinning Council's decisions

Important for everyone to remember!

- Does not replace decision-making function of Council
- Processes are designed to ensure Council has access to a broad range of information about community needs, opinion and options prior to decisions being made
- Increases likelihood that Council decisions are understood and supported by community

Background

- Recognition of need for coordinated approach
- Development and adoption of Community Participation Framework and Charter
- Recommendation to form Working Group with cross-Council representation

Corporate Planning Our first attempt!

- “Outside-in” perspective
- Staff training and development
- Workshopping of methodologies
- “Whole of Council” approach

Participation Initiatives

- Awareness briefing in Council's City Wide News – delivered to all households
- Comprehensive 4 – Page supplement in Pioneer News
- Reference group “Your Community– Your Comment” established
- Questionnaire developed
- Community able to participate at any of ten meetings, by phone or on line

Outcomes

- Corporate Plan drafted
- Feedback to all participants
- Written submissions received
- Some amendments incorporated into final Corporate Plan
- Plan adopted by Council on 6 June 2001

Then what?

- Extension of process into broader operational areas
- Development of handbook
- Responsibilities of Working Group members refined and extended
- Further facilitation training
- Development of Community Participation Resource Kit
- Utilisation of Participation Plans

COMMUNITY PARTICIPATION PLAN

EVAN STREET ROAD RECONSTRUCTION

DO YOU NEED TO CONSULT?

- .There is, or there is likely to be, strong community concern or interest in the issue.
- .Council believes there is a need.

AIM OF COMMUNITY PARTICIPATION

- To facilitate stakeholder (businesses) input into the identification of methodologies to ensure the least disruption to trade during the term of the reconstruction.
- To provide stakeholders with balanced and objective information to assist them in understanding the problems and alternatives/solutions.

DEFINE THE ISSUES

- Trade is likely to be severely disrupted during the reconstruction of the road.
- Businesses are concerned that if the trade is lost it will take many months to recoup losses.
- Some of the businesses operate 7 days per week, making it difficult to work at a time when there would be no disruption.
- There are concerns regarding dust and mud.

GOAL

- To achieve a high level of understanding by stakeholders of the processes and difficulties concerning the road reconstruction, and a consensus on how best to deal with the issues.



COMMUNITY PARTICIPATION PLAN

EVAN STREET ROAD RECONSTRUCTION CON'T

PARTICIPATION/COMMUNICATION MESSAGES

- Council values the contribution of the community
- Council understands the concerns of the businesses and will do everything in its power to minimise disruption to businesses in Evan Street.
- Trade will increase in the future with more passing traffic

TARGET AUDIENCE

Evan Street businesses

OBJECTIVES AND PERFORMANCE INDICATORS

To conduct a consultation process that allows the views of stakeholders to be taken into consideration in any timetabling of works for the reconstruction of Evan Street.

(% of stakeholders satisfied with the opportunity for input)

TACTICS AND ACTIVITIES

- One-on-one consultation by Manager Community Development and Construction Supervisor
- Ingoing advice by way of letter box drops (Construction Supervisor) of timing of specific works

FEEDBACK AND EVALUATION OF PROCESS

Correspondence to be forwarded to all businesses thanking them for their input into the process.



COMMUNITY PARTICIPATION PLAN

Redevelopment of Eimeo Esplanade

DO YOU NEED TO CONSULT?

The consultation addresses criteria:

- The future use of a significant area of land within the city is being decided.
- There is, or there is likely to be, strong community concern or interest in the issue.
- Councillors and Council Staff require information about community needs, priorities and values to ensure the design is appropriate and responsive.

AIM OF COMMUNITY PARTICIPATION

To provide an opportunity for community input in determining the following:

- Constraints / opportunities
- Design and/or management issues
- Programming requirements
- Special needs

DEFINE THE ISSUES

- Public access to Eimeo Beach and community facilities is limited by existing infrastructure
- Future access requirements and use of the area by the community
- Potential difference in expectations between major stakeholders

GOAL OF CONSULTATION

Community consultation for the redevelopment of Eimeo Esplanade in a manner that recognizes the needs and issues of stakeholders, and is able to be constructed within Council's financial budget



COMMUNITY PARTICIPATION PLAN

Redevelopment of Eimeo Esplanade Con't

PARTICIPATION/COMMUNICATION MESSAGES

- Council values the contribution of the community into the redevelopment design
- Council will be seeking a broad range of information to establish the views of the community about the current use and opportunities for Eimeo Esplanade
- Council seeks to determine how satisfied the community will be with various options
- That the community is adequately informed of Council's plans for redevelopment and the rationale for Council's decisions

TARGET AUDIENCE

- Residential community of 'Eimeo Village'
- Non-resident landowners in the immediate vicinity of Eimeo Esplanade
- Community and sporting groups with an existing presence at Eimeo Beach
- Broader Mackay community

OBJECTIVES AND PERFORMANCE INDICATORS

- To develop a range of strategies to ensure that members of the community and key stakeholders have the opportunity to express their views (*percentage of stakeholders satisfied with the opportunity for input, percentage of responses from survey*)
- To ensure that key stakeholders and community members feel their views and ideas have been considered (*feedback to stakeholders for final comment prior to finalization of Plan*)

TACTICS AND ACTIVITIES

- Street design survey letterdrop to 'Eimeo Village' residents & non-resident landowners in the immediate vicinity of Eimeo Esplanade
- Driveway access questionnaire to selected residences near Eimeo Esplanade
- Individual meetings with community and sporting groups
- 'Street meeting' with residents of 'Eimeo Village' to discuss concept plan
- Display concept plan in Library foyer for public viewing

FEEDBACK AND EVALUATION OF PROCESS

- Survey replies will be collated and presented with the concept plan in the Library
- Outcomes communicated to the community via the Council's web site, and the Council's 'Communique' published in The Daily Mercury and midweek newspapers



Increasing Level of Community Participation Spectrum

<i>Inform</i>	<i>Consult</i>	<i>Engage</i>	<i>Collaborate</i>	<i>Empower</i>
<p>Objective:</p> <p>To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.</p>	<p>Objective:</p> <p>To obtain public feedback on analysis, alternatives and/or decisions.</p>	<p>Objective:</p> <p>To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.</p>	<p>Objective:</p> <p>To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.</p>	<p>Objective:</p> <p>To place final decision-making in the hands of the public.</p>
<p>Promise to the Public:</p> <p>We will keep you informed.</p>	<p>Promise to the Public:</p> <p>We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.</p>	<p>Promise to the Public:</p> <p>We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.</p>	<p>Promise to the Public:</p> <p>We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.</p>	<p>Promise to the Public:</p> <p>We will implement what you decide.</p>
<p>Example Tools:</p> <ul style="list-style-type: none"> • Fact sheets • Web sites • Open houses 	<p>Example Tools:</p> <ul style="list-style-type: none"> ⇒ Public comment ⇒ Focus groups ⇒ Surveys ⇒ Public meetings 	<p>Example Tools:</p> <ul style="list-style-type: none"> ⇒ Workshops ⇒ Deliberative polling 	<p>Example Tools:</p> <ul style="list-style-type: none"> ⇒ Citizen Advisory Committees ⇒ Consensus-building ⇒ Participatory decision-making 	<p>Example Tools:</p> <ul style="list-style-type: none"> ⇒ Citizen Juries ⇒ Ballots ⇒ Delegated decisions

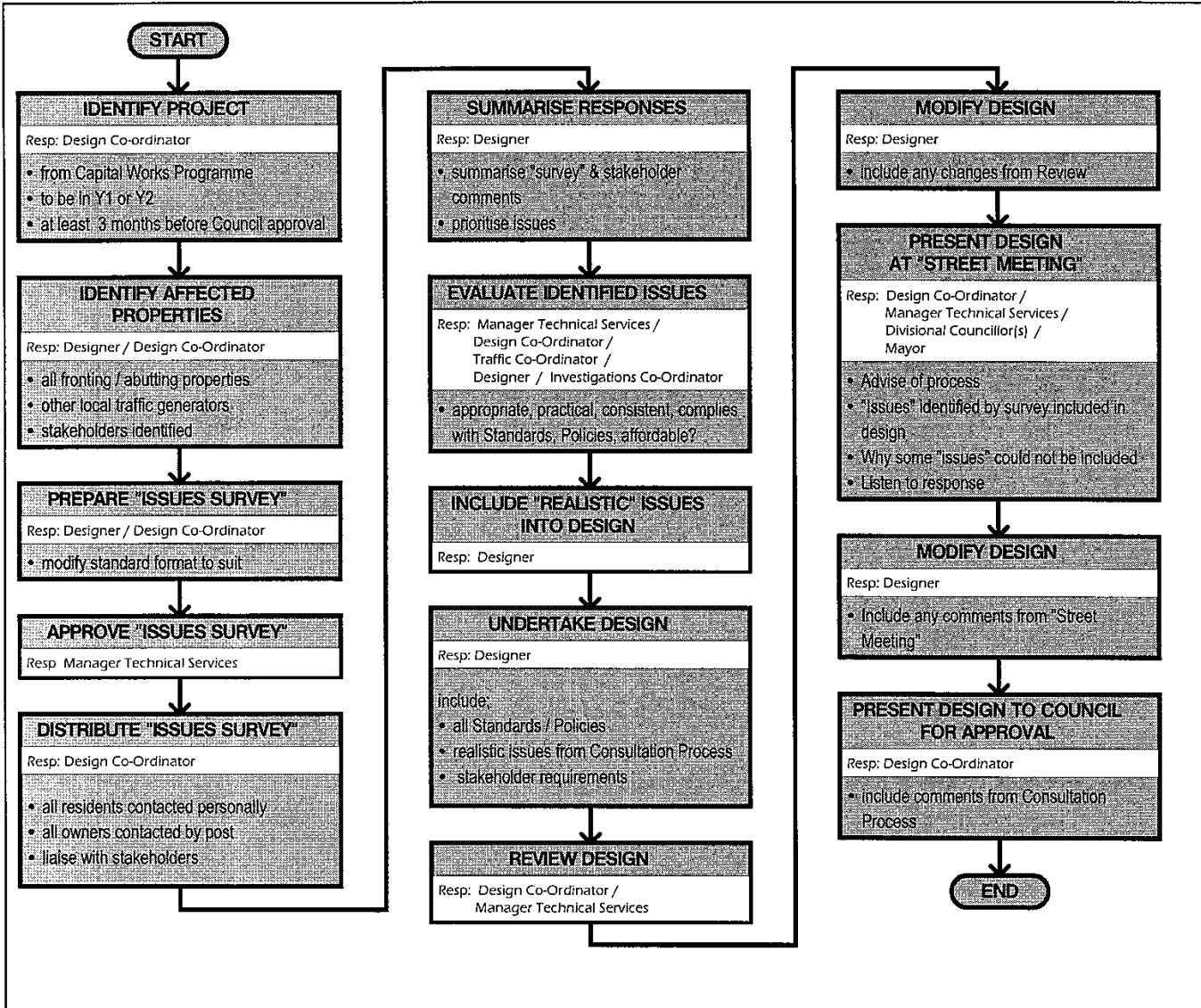
Extension of Concept

- Includes routine street and drainage design
- Move away from street meetings at initial stages
- Less rework in process because community is appropriately engaged
- Level of acceptance by residents and Council is very high

Methodology

- Surveys distributed
- Information sought on issues relating to proposed works
- Residents asked NOT to provide answers – just respond to issues
- Responses collated and major issues identified
- Draft design prepared ensuring major issues have been addressed
- Street meeting held to discuss survey results and present draft design
- Comments incorporated into final design if appropriate and affordable

Process Procedure
 COMMUNITY PARTICIPATION - STREET DESIGN



Important to remember!

- Varying levels of engagement by residents
 - inform
 - consult
 - engage
 - collaborate
 - empower
- Community Participation Plans must reflect level of participation being sought

Final Outcomes

- Uniform, meaningful and professional participation processes
- Enhancement of community ownership of projects
- Greater commitment from community to decisions undertaken by Council
- Community participation is considered an integral component of informed decision-making

Any Questions?

Thank you for your attention

