

# **Community Consultation Principles by Queensland Councils and Community Consultation Practices in Councils Internationally**

Russo C\*

Coordinator Community Consultation, Gold Coast City Council, Australia

## **Abstract**

Firstly, this paper includes community consultation program standards developed by the Community Consultation Network of Local Governments and the LGAQ (Local Government Association of Queensland) (primarily by seven South East Queensland Councils and the LGAQ), then including a combined input of 20 Queensland councils.

The councils primarily involved from South East Queensland are:

- Gold Coast City Council
- Brisbane City Council
- Logan City Council
- Redland Shire Council
- Ipswich City Council
- Maroochy Shire Council
- Caloundra City Council.

Consultation input into the Framework of Standards document was provided from as far north in Queensland as Cairns City Council.

The Framework for Good Practice in Local Government Community Consultation aims to provide standards for establishing community consultation programs across whole-of-council operations. It has real applicability to all organisations interested in establishing a program of community consultation.

By establishing the Framework of Standards, councils will find that community consultation activities and experiences will achieve enhanced benefits. These include:

- informed decision-making
- better issues management
- improved communications and relationships
- improved project management and coordination
- increased community satisfaction and appreciation

- quality project outcomes
- greater understanding of council operations.

The Framework discusses how organisations can:

1. Demonstrate leadership and commitment
2. Build relationships
3. Practising our values
4. 'Skill-up' and support staff
5. Planning and resourcing of consultation programs
6. Program implementation and management.

Councils have been working hard at consultation for some time. Setting each standard in place will result in an effective foundation for applying the community consultation policies, strategies and manuals that are currently available in local government (and in other organisations including other tiers of government).

Secondly, this paper provides a section of a research paper produced from input by members of the International Local Government Community Consultation Network (the ILGCCN) from six countries including Australia, New Zealand, United States of America, Canada, England and Scotland. The title of the original paper is 'International Examples of Community Consultation Practices in Councils', and describes examples of community consultation program actions from 16 of the ILGCCN member councils. The ILGCCN is an opportunity to network with councils that have experience in 'community consultation', which might be defined as a meaningful two-way process of providing to the community the opportunity to influence council's decision-making.

The paper discusses that, as councils grow, community consultation appears to be increasing in profile internationally in councils, community expectation for consultation is growing and council consultation programs are being developed to reflect community and corporate recognition of the need to include community in council's decision-making.

### **Keywords**

International, local government, community consultation, network

### **Introduction**

Now I will introduce the community consultation program standards developed by the Community Consultation Network of Queensland Local Governments and the LGAQ (Local Government Association of Queensland). Queensland program principles are contained in the document

Framework for Good Practice in Local Government Community Consultation, which aims to provide standards for establishing community consultation programs across whole-of-council operations. The standards also have real applicability to all organisations interested in establishing a program of community consultation.

By establishing the Framework of Standards, councils will find that community consultation activities and experiences will achieve enhanced benefits. These include:

- informed decision-making
- better issues management
- improved communications and relationships
- improved project management and coordination
- increased community satisfaction and appreciation
- quality project outcomes
- greater understanding of council operations.

The Framework discusses how organisations can:

1. Demonstrate leadership and commitment
2. Build relationships
3. Practising our values
4. 'Skill-up' and support staff
5. Planning and resourcing of consultation programs
6. Program implementation and management.

The standards are as follows:

### **1. Demonstrate leadership and commitment**

Public consultation must be actively supported at council's most senior levels. When councillors and senior management take a leadership role it is to ensure commitment flows on to all levels of council. This also means:

- considering community input in council decision-making processes
- developing and adopting a policy on public consultation that is supported by local government legislation
- integrating these standards into council policies, strategies and manuals
- driving consultation through our corporate plans
- linking our consultation to our organisational values
- raising community awareness of councils' high level of commitment to public consultation
- providing community with council's consultation policy.

## **2. Build relationships**

Good consultation outcomes are based on a culture of trust and working together. Councillors and council officers must be clear about each other's roles and responsibilities and trust each other in the consultation process. To build more successful relationships with community we need to value their involvement and input and view our community as being on the consultation journey with us. When we do our part in building relationships, our community begins to trust that council is involving them and that their input is important to decision-making. Other ways for building relationships include:

- involving the community at all stages of the consultation from planning through to delivery and evaluation
- anticipating, acknowledging and accepting from the outset that there will be different opinions
- working through differences together to ensure maximum understanding of the different issues and needs
- giving credit for great ideas from the community and from within council
- promoting our good practice standards approach to consultation with the community.

## **3. Practising our values**

Our council values must firstly be identified and formalised in a corporate document. In addition to practising our values, council should actively identify local community values and reflect these in consultations. Practising our values through good consultation strengthens our community relations and improves our information outcomes and decision-making. This helps to build relationships, demonstrate leadership and commitment, and assists with meaningful outcomes. The following points are examples:

- Acting on our promise that community input can have an influence on our decisions and on outcomes
- Making sure our processes are transparent and open and being open-minded about consultation outcomes
- Taking cultural and community needs into account
- Ensuring community is aware they have been heard, views considered and appropriately responded to.

## **4. 'Skill-up' and support staff**

Great community consultation happens when people know what to do, how to do it and when. Council staff will be skilled in consultation practice and supported in ongoing ways through training, advice and mentoring. Staff also need easy access to consultation policies, strategies and manuals. And of course, the more experience with consultation, the easier it becomes to manage the process. Skilling and supporting staff also means:

- providing training consistent across local government and appropriate to individual council needs
- dedicating staff resources for the consultation
- providing access to other local government community consultation reference material and models
- encouraging staff participation on community consultation networks both internal and external.

## **5. Planning and resourcing of consultation programs**

Consultation must be considered an integral part of our planning and operational practice. We need to take the time to properly plan and resource our consultation strategies so they have the best chance of working. We should also evaluate our program success and replan at appropriate intervals. Further strategies include:

- planning and participating in consultation activities with implications broader than our own council boundaries
- linking consultation actions to the operational and budget planning processes of council
- planning accessible consultation and providing resources to assist community to participate more effectively.

## **6. Program implementation and management**

We require our consultations to be effectively managed. This results in the right information and knowledge being shown in the outcome. Program management is defined here as the management of consultation program actions that are currently in operation. Ways of demonstrating good program management include:

- developing mechanisms to coordinate consultation across council and the city
- ongoing monitoring and communication within council about consultation projects
- using professional development, council and community feedback to evaluate our performance
- ensuring that council has mechanisms in place to feedback to community about how their input was considered and the outcomes of the consultation process and the final project decision.

Councils have been working hard at consultation for some time. Setting each standard in place will result in an effective foundation for applying the community consultation policies, strategies and manuals that are currently available in local government (and in other organisations including other tiers of government).

On a broader scale than the Queensland Community Consultation Network, the International Local Government Community Consultation Network (ILGCCN) is very much involved in understanding the program practices of medium to large councils internationally. The remainder of this paper compares council duties and highlights the variations internationally to show the development of council consultation programs.

### **Introduction**

This document is the first in a series of ILGCCN comparative information papers. The document is a brief version of the original that compares current community consultation positions, duties and new challenges of members within the Network, highlighting the variations internationally and showing the development of council consultation programs and projects.

### **Review of council's input**

Overall, Jane Lee's (Director of Customer Service, Hamilton City Council, Canada) comments appear to apply to many of the participating councils: "Hamilton is at early stages of development of our processes, our ability to reach diverse communities, and corporate acceptance of these initiatives and directions." Jane Lee's position is the Director of Customer Service, Access and Equity for the City of Hamilton and Jane explains: "This is one of seven director positions in the Corporate Services Department. My division provides direct service to citizens of Hamilton by telephone, Internet and in person on behalf of all departments in the City. In addition, we are responsible for implementing access and equity initiatives in the City and assisting departments in eliminating or avoiding barriers that residents might face in participating in activities and or receiving services from the City." With a population of approximately 500,000 people and an employee base of 9500 employees, including police and other supporting agencies, consultation services are needed throughout council. "Our group is responsible for both providing service and assisting other departments in service delivery strategies that are corporate in nature. Consultation with citizens is often required in terms of evaluating service delivery options or impacts. We either undertake consultation or provide guidance to departments who are undertaking consultation."

Although councils are at early implementation stages, the future of consultation and engagement is bright, as is reflected in this statement about corporate acceptance of consultation from Melissa Nugent, Principal Program Officer, Community Engagement, Brisbane City Council, Australia: "I head up a small strategy team (within our Community and Economic Development Division) that works to progress community engagement as an organisational priority for Council." Melissa advises that a key area of Brisbane's work is a "community engagement strategy, including integration with Brisbane City Council's organisational strategy and priorities." Brisbane's leading

initiatives, which progress strategy directions, include the Your City Your Say community reference panel, e-Democracy and 200km City (partnership with Museum of Brisbane to build informed dialogue and debate about the future of South East Queensland). Another key area of work in Brisbane is corporate improvement and integration. Melissa says “the focus here is primarily on the information and consultation end of the community engagement spectrum. It includes corporate rules/guidelines for community consultation, staff support tools, alignment of community consultation with our customer focussed activities/channels and review of organisational performance.” In Christchurch City, New Zealand, Diane Keenan is Manager of Communications and Consultation. Diane is aware of the community expectation for effective consultation services and understands the necessity of having coordinated consultation policy. “Our residents are very adamant about council's role in protecting our wonderful environment. Our team is responsible for ensuring the Council is committed and consistent in consulting its residents (about such issues).”

Even greater confirmation of consultation as a significant area of professional activity in councils is provided in this next statement by England's Leeds City Council Consultation Officer Richard Waft: “The internal model is effectively the Council Plan. It has many improvement areas and consultation and community engagement are VERY high profile...Over the past 18 months, there seems to have been something of a glut of appointments to roles like mine to try to co-ordinate activity and achieve some consistency and cost-effectiveness as the trend for improved consultation grows. Leeds is the second biggest unitary council in England, with a population of 32,000 staff across various locations and serves a population of 720,000. The volume of consultation is quite large as a result of this, but there are restrictions on the number of projects that we can undertake due to council budgets. The tendency is for large projects to be carried out by an external contractor (projects over approx £5k — but there is no hard and fast rule) and the smaller satisfaction, engagement and feedback exercises to be done in-house, if there is the capability. The need for improved consultation with communities is both part of the Local Govt Act 2000 and 'expected' of the local councils through government guidelines, corporate plans and council plans. This is certainly the case at Leeds, where improved consultation is a Council Plan 'improvement area'.”

As The Redlands Shire Council, Australia, Group Manager of Corporate Communications, Kathy Petrik, explains consultation is now being driven deeper into all identifiable mechanisms of the organisation's structure: “The role of my Group is to provide full service strategic and operational marketing and communications services to all parts of Council. This role has now extended to include setting the corporate standards for community consultation and ensuring their application in all areas of Council. This includes drafting policy, raising awareness and gaining support for

current best practice in community consultation with stakeholders, establishing systems and procedures for community consultation and ensuring those officers in Council responsible for consultation are trained in the most current and effective practices. My Group also carries out community consultation projects for our internal clients. The Corporate Communications Group is part of the Corporate Services Department and has 13 professional staff composed of marketing, communications, community consultation, graphic and web design and events specialists. Council employs about 1000 staff.”

In Scotland's Edinburgh City Council, Corporate Projects Manager, Andrew Mackay, is making further contributions to the development of council community consultation practices by being responsible for designing, commissioning and managing a wide range of consultation projects with the residents of Edinburgh. Andrew says “particular activities at present include a twice yearly customer research household survey, the maintenance and management of the Council's Citizen's Panel. However, I am regularly involved in a wide range of other consultation activities. We are also starting to develop a pilot project to test the value and effectiveness of online dialogue between the Council and residents as part of our wider Smart City programme. We use a wide range of consultation techniques and regularly work with market research companies to develop consultation projects. Additionally, my team are responsible for developing the Council's public performance reporting programme which aims to establish a dialogue between the Council and the public regarding performance and service standards. As part of our Community Planning programme my colleagues are developing and implementing a number of approaches to improve community engagement and the development of neighbourhood services.”

In Melbourne City Council, Australia, Ann styles is Team Leader of Corporate Communications. Ann's position involves offering advice to staff members who are conducting community consultations. Her position also takes the evolution of consultation practices further ahead into publications of how to develop a consultation program, scale and scope, tools to use and reporting. Ann's team also collates and publicises information about consultations and the results of consultations. The development and implementation of consultation programs is increasing, as is the number of councils working with performance monitoring tools. Logan City Council's Dr. Heidi Russo, is a Strategic Operations Officer. Dr Russo works with a group of eight people who manage strategic and corporate planning and coordination projects in Logan City, which is the third-largest city in Queensland, Australia. Dr Russo is working with performance tools and advises that “Logan has developed a Community Engagement Program that includes a Policy, Workbook and project coordination tools. We are also responsible for monitoring strategy and corporate objectives through performance management and indicators such as Community Satisfaction Surveys.”

This measure of corporate acceptance for community consultation is beginning to find political approval, with councillor commitment to develop linkages within the council executive and to reach out to the community as discussed by Neil Powers, a leading staff member, to Councillor Peter Steinbrueck in Seattle, United States of America. Neil staffs the City's Urban Development and Planning Committee chaired by Councillor Steinbrueck. Steinbrueck works a great deal with the City's Department of Planning and Development. "When Council member Steinbrueck was elected to the City Council in 1997, public comment was not a given at City Council committee meetings. Since then, he has set time for his committee meetings for public comment on any matters dealing with the day's committee agenda. He led a successful effort to allow the public input at the start of City Council meetings, the weekly meetings where the entire City Council reviews and votes on legislation." John assists the council member in reaching out to a wide range of community. John comments that "The Steinbrueck office sees the role of the media as part of a wider effort to spark public discussion and input. To that end, Steinbrueck regularly raises issues of public concern through the media so as to provide a higher profile of matters to the public interest. The City of Seattle has its own television cable channel called the Seattle Channel. All City Council committee meetings, meetings of the full City Council and many forums are televised by the Seattle Channel. Tapes of City Council meetings tend to be played several times on a cable channel. Meetings are streamed live on the internet and also archived for anytime internet use by the public. There is also a listen line, where the public can dial a phone number to listen in on meetings in the City Council Chambers. This is akin to turning on your radio to listen to a public meeting but with your phone."

Laurie Gabites is Manager of the Community Services Business Unit at Wellington City Council, New Zealand. The Unit has a focus on working across the community with an objective of building stronger communities and do this by creating capacity within the City's communities. The unit aims to be the acknowledged leader on social issues within council. Laurie says, "We have identified the need to be the first place people come because we know our communities. So as well being a part of higher level Long Term Community Consultation Plan (LTCCP) and the Annual Plan process the unit has a role of a day-to-day consultation with a wide range of communities within the city." The business unit sets out to create capacity, understand the community through a focus on safety, accessibility, tolerance, health, sense of place, social connectedness, supporting potential, participation and youth. Within the unit there is a focus on what might be described as the general community but specific roles to look at Maori, Pacific, Ethnic, Disability, Homeless, Older Persons and Youth communities. Laurie says, "As well we operate or provide a wide range of community facilities such as 21 Community Centres. Consultation with specific communities is carried out through a Youth Council, Disability Reference Group, Pacific Advisory Group which has reporting procedures to Council. We also

provide a consultation mechanism through a number of forums held during the year for Maori, Pacific, Ethnic, Disability and Youth communities. These provide specific themes on issues for each of the communities and the opportunity to interact with Councillors and Council Officers.”

Another innovative council is Quebec City, which has 11 years’ expertise in community consultation and recently adopted a new consultation policy that offers different mechanisms of participation and consultation. Cristina Bucica, Agente aux consultations publiques (Public Consultation Agent) says that “Quebec already counts 15 community councils (conseils de quartier), 10 consultative commissions on different themes (environment, transportation, economic development, housing, etc.). It organizes public consultations on a regular basis on all local policies and major projects, as well as on all modification of urban regulations and on the investment budget of the city. A democratic instance for the children (Conseil municipal des enfants) is also going to be active in June 2005. Finally, we are about to implement an Observatory of the local democracy composed both of university scholars and citizens in order to evaluate the existing practices and develop new ones.”

Also pushing out the barriers of traditional practices are Toronto City Council’s Meg Shields who is a Corporate Management and Policy Consultant and works with John Elvidge, Manager of Corporate Policy. Meg Shields advises that Toronto is not only providing expert advice to internal projects within the municipality, but also to external organisations and other municipalities on effective consultation, among other issues. John’s group is also helping to build linkages between council staff and elected representatives. John leads a group of six people who manage a variety of corporate projects. He says that “our group is responsible for broad strategic planning and priority setting and we directly support the mayor and council in these activities. As part of that work, we have developed and managed a citywide engagement exercise under the banner “Listening to Toronto” [www.toronto.ca/listeningtotoronto](http://www.toronto.ca/listeningtotoronto) .” Toronto is the largest city in Canada and has a population of 2.4 million with 27,000 direct employees and another 18,000 employed in agencies such as transit and police. In addition, John’s team is advising the mayor on the implementation of a set of priorities adopted by city council in the summer of 2004 — one of those priorities is to place more emphasis on public engagement. John says “in addition, numerous consultation activities take place in city departments without our involvement. Here is a partial list of current consultations: <http://www.toronto.ca/involved/index.htm>”. Meg Shields adds “with regards to our role as advisor, it can be quite diverse. For example following our two Listening to Toronto initiatives, we received quite a number of requests from other municipalities eager to replicate our success and wanting our advice on how they might be able implement a similar process, from city departments who wanted our assistance to replicate or design an engagement process, and from external NGOs interested in determining if, and how, they might be able to use

the data we had collected to work within their own purposes and sectors. So the municipality would benefit through City staff and departments and through NGO's."

Also steeped in the implementation of consultation projects across municipalities is Evelyn Legare, Manager of Community Projects, Auckland City Council, New Zealand: "I manage a team of Community Development professionals, and have oversight for their community liaison in wards of the city, network support, work with community groups and community projects. I have been involved in helping to improve the quality of consultation within our organisation in two ways. 1) I was a member of a cross-organisational team (led by the person who created Auckland City's consultation policy) and our task was to identify ways to help improve the quality of our consultations. 2). I am a member of a team working with Auckland City's urban growth people (and others) to introduce a community development approach to their work. The community development approach clearly implicates the manner in which consultation is done." Furthermore, Rebecca Spillane, Community Engagement Coordinator, in Edinburgh City works toward a strategic city-wide partnership that brings together the main partner agencies and various community voices to plan services jointly. Within the Edinburgh Partnership Rebecca focuses primarily on the area of consultation and community engagement. "Consultation forms a large component of the engagement work done by the Partnership itself and within the individual agencies involved. Partnership working and community engagement was made a requirement by the Scottish Executive (through the Local Government in Scotland Act 2003) and new ways of joining up consultation work amongst partner agencies, including the Council, is high on the agenda."

In Hamilton City, Canada, Social Analyst, Brian Kreps specialises in homelessness and also understands the need to integrate aspects of the policy making process across organisations, this time across government levels: "Community consultation constitutes a significant portion of my job responsibilities. I consult with the community regarding service planning, broad policy development and reporting to various levels of government. I am generally responsible for all aspects of the consultation including design, planning, promotion, delivery, analysis and reporting." Brian adds "My experience is typical in that many program areas are responsible for their own consultation efforts, unless specifically directed by Council. If a consultation is specifically directed by Council the process will be supported by our Clerk's Office. Homelessness is perhaps unique in that it does conduct more consultation than many other program areas. This is in part due to the vulnerability of the population involved, the connection to zoning issues and our department's evolving role as a "service manager" for homelessness."

In Gold Coast City Council, Australia, Colin Russo, Coordinator Community Consultation, is working across boundaries to ensure regional input into the development of state consultation guidelines and working with state government. Colin recently assisted the state's Office of Urban Management to meet with Gold Coast's mayor to consult the Gold Coast community on the South East Queensland Regional Plan. Colin's duties include "facilitation of community consultations for major projects, provision of consultation advice across Council, liaison with other Council's to identify preferred consultation practices and to assist in the development of shared resources, intergovernmental networking regarding community consultation and engagement." Colin says "Community Consultation Policy preparation across Gold Coast City Council assists the coordination of individual Directorate guidelines and ensures that all Divisions are aligned with international best practice".

When looking for positive role models of international best practice, Boston City Council Staff Director, Ann Hess, sets a great example. Ann is the day-to-day department head for 13 councillors and supervises a central staff of 11. Ann says "as part of the outreach process for the City Council, I regularly work with a variety of local and international communities to provide comparative information and resources about Boston and training. Over the years, I have worked with a variety of organizations representing different countries as they have conducted programs in Boston, as well as electronically, including the Leaders for Tomorrow Program and the Institute of International Development affiliated with Harvard's Kennedy School, Project Harmony affiliated with the U.S. State Department and have worked with consultants. Currently I am a National Council member of the American Society for Public Administration, a professional organization of public administrators from all over the world."

Director, City Governance, Gold Coast City Council, Joe McCabe is currently consulting on council's Corporate Plan and also knows what it takes to consult community in a time of change. The Corporate Plan states that over the next 20 years the number of households in the City (population 500,000) will increase by more than 100 per cent. In a recent public address, Joe advised of "external pressure to achieve higher performance standards and meet evolving community expectations...and there is...pressure on elected members to effectively manage representative decision-making, and corporate governance roles will escalate". In his address, Joe advised "informing the community, consulting the community and responding to the community are on the list of high priorities for community".

Julie Grimson is the City of Sydney's Community Relations Manager, who is currently working with the Lord Mayor of Sydney, Clover Moore, on the project Conversations with the Lord Mayor. The project reaches out, consults, listens and talks with community members about issues that

affect their lives and discusses how council can respond to community needs within corporate objectives. Julie describes the special aspects of the project as “bringing the Council to the community at an accessible level involving all Councillors, the General Manager, all Directors and other Council representatives in conducting 20 community forums across 10 community precinct locations. At each location visited, 12 booths have been organised for community members to receive focussed and dedicated feedback from the Official or Director of their choice.” In addition to elected representatives and Council staff, “I have been managing our relationship with the media to raise community awareness of project objectives, outcomes and the opportunity that community members have to become involved.”

The Community Relations Branch also project manage any ‘issue-based’ consultations for the lord mayor's office and will soon be assisting with the new Draft Local Environmental Plan (LEP) process for the newly amalgamated city. “The LEP is a State Government endorsed Planning Instrument. It's a huge undertaking and will take approx[imately] 2 years to complete. We will also be involved in the Traffic Management Plan for the City as well as consultation for major City of Sydney infrastructure projects.”

## **Conclusion**

As councils grow, community consultation appears to be increasing in profile, community expectation is growing and consultation programs are being developed to reflect this corporate and community recognition of the need to include community in council's decision-making.

It is fitting to conclude with the statement to the International Local Government Consultation Network members by Joe McCabe, Director, City Governance, Gold Coast City Council and to describe the objectives of the ILGCCN.

“The Network represents a tremendous opportunity to share and develop community consultation resources with Councils internationally.

So far, City Councils from Australia, Canada, England, New Zealand, Scotland and The USA have confirmed their participation in the Network. This reflects the international trend of greater community expectations for enhanced consultation practices. While we are committed to building the number of participating Councils in the future, we now have sufficient numbers of Councils to commence Networking.

Recent community satisfaction surveys of community consultation in Queensland, Australia support the decision to change the way we consult the Gold Coast community. These

changes include policy, strategy development and Divisional structural changes that focus on meeting community's expectation for improved consultation performance.

The process of learning, exchanging and developing resources with other Councils in the ILGCCN is timely as it coincides with improvements in global communication and growing demands by better-informed communities to participate in government decision-making.

We trust that the interaction of internationally diverse Councils, with innovative consultation models and programs, will provide a positive collaborative environment for enhancing all our democratic decision making processes at the local government level.”

ILGCCN networking objectives are listed below:

- To share and exchange ideas (new innovations or sound answers that may assist an enquiry or mutual interest, etc.)
- To share and exchange event information (news of upcoming international or interesting local events, conference papers and presentations, etc.)
- To share and exchange resources and to collaborate in the preparation of key resources (toolkits, case studies, policy frameworks, etc.).

This Network is an opportunity to achieve the above objectives with councils that have experience in 'community consultation', which might be defined as a meaningful two-way process of providing to the community the opportunity to influence council's decision making. The invitations distributed regarding the ILGCCN were to OECD member country councils who have a similar structure of government and medium to large residential populations (commencing with councils within Australia, Canada, New Zealand, the United Kingdom and the United States of America). Recommendations for involvement of additional Councils are most welcome. Essentially the ILGCCN is "by Councils for Councils". Working groups with other levels of government, industry and community may be arranged as projects.

#### **Council websites and contact details of documented members**

Evelyn I Légaré, Manager of Community Projects

Auckland City Council

New Zealand

[evelyn.legare@aucklandcity.govt.nz](mailto:evelyn.legare@aucklandcity.govt.nz)

Ann Hess, Staff Director  
Boston City Council  
United States Of America  
[ann.hess@cityofboston.gov](mailto:ann.hess@cityofboston.gov)

Julie Grimson, Community Relations Manager  
Sydney City Council  
Australia  
[jgrimson@cityofsydney.nsw.gov.au](mailto:jgrimson@cityofsydney.nsw.gov.au)

Laurie Gabites, Manager  
Community Services Business Unit, Wellington City  
New Zealand  
[laurie.gabites@wcc.govt.nz](mailto:laurie.gabites@wcc.govt.nz)

Meg Shields, Corporate Management and Policy Consultant  
Canada  
[mshields@toronto.ca](mailto:mshields@toronto.ca)

John Elvidge, Manager  
Corporate Policy, Toronto City Council  
Canada  
[jelvidge@toronto.ca](mailto:jelvidge@toronto.ca)

Neil Powers, Leading Staff Member to Councillor Peter Steinbrueck  
Seattle City  
United States Of America  
[neil.powers@seattle.gov](mailto:neil.powers@seattle.gov)

Kathy Petrik, Group Manager of Corporate Communications  
Redland Shire Council  
Australia  
[kathyp@redland.qld.gov.au](mailto:kathyp@redland.qld.gov.au)

Cristina Bucica  
Agente Aux Consultations Publiques  
Quebec City Council  
Canada  
[cristina.bucica@ville.quebec.qc.ca](mailto:cristina.bucica@ville.quebec.qc.ca)

Ann Styles, Team Leader of Stakeholder Management and Production  
Melbourne City Council  
Australia  
[annsty@melbourne.vic.gov.au](mailto:annsty@melbourne.vic.gov.au)

Dr. Heidi Russo, Strategic Operations Officer  
Logan City Council  
Australia  
[heidirusso@iprimus.com.au](mailto:heidirusso@iprimus.com.au)

Richard Waft, Consultation Officer  
Leeds City Council  
England  
[richard.waft@leeds.gov.uk](mailto:richard.waft@leeds.gov.uk)

Brian Kreps, Social Analyst  
Hamilton City Council  
Canada  
[bkreps@hamilton.ca](mailto:bkreps@hamilton.ca)

Jane Lee, Director of Customer Service  
Hamilton City Council  
Canada  
[jlee@hamilton.ca](mailto:jlee@hamilton.ca)

Colin Russo, Coordinator of Community Consultation,  
Gold Coast City Council  
Australia  
[crusso@goldcoast.qld.gov.au](mailto:crusso@goldcoast.qld.gov.au)

Joe McCabe, Director of City Governance  
Gold Coast City Council  
Australia  
[jmccabe@goldcoast.qld.gov.au](mailto:jmccabe@goldcoast.qld.gov.au)

Rebecca Spillane, Community Engagement Coordinator  
Edinburgh Partnership  
Scotland  
[rebecca.spillane@edinburgh.gov.uk](mailto:rebecca.spillane@edinburgh.gov.uk)

Andrew Mackay, Corporate Projects Manager  
Edinburgh City  
Scotland  
[andrew.mackay@edinburgh.gov.uk](mailto:andrew.mackay@edinburgh.gov.uk)

Diane Keenan, Manager of Communications and Consultation  
Christchurch City Council  
New Zealand  
[diane.keenan@ccc.govt.nz](mailto:diane.keenan@ccc.govt.nz)

Melissa Nugent, Principal Program Officer of Community Engagement  
Brisbane City Council  
Australia  
[melissa.nugent@brisbane.qld.gov.au](mailto:melissa.nugent@brisbane.qld.gov.au)

Council Web-sites and Contact Details of Documented Members



Evelyn I. Légaré, Manager,  
Community Projects, Auckland City Council,  
New Zealand  
[Evelyn.Legare@Aucklandcity.Govt.Nz](mailto:Evelyn.Legare@Aucklandcity.Govt.Nz)



City of Boston  
Thomas M. Menino, Mayor



Ann Hess, Staff Director,  
Boston City Council,  
The United States Of America  
[Ann.Hess@Cityofboston.Gov](mailto:Ann.Hess@Cityofboston.Gov)

Brisbane City Council  
Dedicated to a better Brisbane



Melissa Nugent, Principal Program Officer,  
Community Engagement, Brisbane City  
Council, Australia  
[Melissa.Nugent@Brisbane.Qld.Gov.Au](mailto:Melissa.Nugent@Brisbane.Qld.Gov.Au)



Diane Keenan, Manager, Communications  
And Consultation, Christchurch City Council,  
New Zealand  
[Diane.Keenan@Ccc.Govt.Nz](mailto:Diane.Keenan@Ccc.Govt.Nz)



Andrew Mackay,  
Corporate Projects Manager,  
Edinburgh City, Scotland  
[Andrew.Mackay@Edinburgh.Gov.Uk](mailto:Andrew.Mackay@Edinburgh.Gov.Uk)

Rebecca Spillane, Community  
Engagement Coordinator, Edinburgh  
Partnership, Scotland  
[Rebecca.Spillane@Edinburgh.Gov.Uk](mailto:Rebecca.Spillane@Edinburgh.Gov.Uk)



Joe McCabe, Director, City  
Governance, Gold Coast City  
Council, Australia  
[Jmccabe@Goldcoast.Old.Gov.Au](mailto:Jmccabe@Goldcoast.Old.Gov.Au)

Colin Russo, Coordinator  
Community Consultation, Gold  
Coast City Council, Australia  
[Crusso@Goldcoast.Old.Gov.Au](mailto:Crusso@Goldcoast.Old.Gov.Au)



Jane Lee, Director Customer  
Service, Hamilton City Council,  
Canada  
[Jlee@Hamilton.Ca](mailto:Jlee@Hamilton.Ca)

Brian Kreps, Social Analyst,  
Hamilton City Council,  
Canada  
[Bkreps@Hamilton.Ca](mailto:Bkreps@Hamilton.Ca)

LEEDS CITY COUNCIL



Richard Waft, Consultation Officer,  
Leeds City Council,  
England  
[Richard.Waft@Leeds.Gov.Uk](mailto:Richard.Waft@Leeds.Gov.Uk)

Logan: A city for families, lifestyle and business



Dr. Heidi Russo,  
Strategic Operations Officer,  
Logan City Council, Australia  
[Heidirusso@Iprimus.Com.Au](mailto:Heidirusso@Iprimus.Com.Au)

welcome!  
to the city of melbourne



Ann Styles, Team Leader Stakeholder  
Management And Production, Melbourne City  
Council, Australia  
[Annsty@Melbourne.Vic.Gov.Au](mailto:Annsty@Melbourne.Vic.Gov.Au)



Cristina Bucica,  
Agente Aux Consultations Publiques,  
Quebec City Council, Canada  
[Cristina.Bucica@Ville.Quebec.Qc.Ca](mailto:Cristina.Bucica@Ville.Quebec.Qc.Ca)

Redland Shire Council



Kathy Petrik, Group Manager Of Corporate  
Communications,  
Redland Shire Council, Australia  
[Kathyp@Redland.Old.Gov.Au](mailto:Kathyp@Redland.Old.Gov.Au)

LIVE!  
City Council  
Meetings  
SEATTLE CITY COUNCIL



Neil Powers Leading Staff Member To  
Councillor Peter Steinbrueck, Seattle City,  
The United States Of America  
[Neil.Powers@Seattle.Gov](mailto:Neil.Powers@Seattle.Gov)



Julie Grimson, Community Relations  
Manager, Sydney City Council,  
Australia  
[Jgrimson@Cityofsydney.Nsw.Gov.Au](mailto:Jgrimson@Cityofsydney.Nsw.Gov.Au)

TORONTO



John Elvidge, Manager,  
Corporate Policy, Toronto City  
Council, Canada  
[Jelvidge@Toronto.Ca](mailto:Jelvidge@Toronto.Ca)

Meg Shields, Corporate  
Management & Policy  
Consultant, Canada  
[Mshields@Toronto.Ca](mailto:Mshields@Toronto.Ca)

Wellington.govt.nz



Laurie Gabites, Manager, Community  
Services Business Unit, Wellington City,  
New Zealand  
[Laurie.Gabites@Wcc.Govt.Nz](mailto:Laurie.Gabites@Wcc.Govt.Nz)