



Defining + Applying Meaningful Engagement

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Thought Starter

**How do you define
meaningful engagement?**

Case Study: Listening to Constituents

Developing a community engagement campaign to address resident concerns

Background



Residents concerned about traffic management and growth in community. This prompted resident-led ballot initiatives to stop development.

Approach



City launched a robust community engagement and education campaign. Additionally, engineering and development worked on a smart growth strategy that addressed traffic flow and management.

Results



Proactive engagement neutralized local opposition, built trust with constituents, and prevented additional lawsuits and costly ballot initiatives.

Strategic considerations

What are your public / social risks?

How can you listen more, talk less?

How do you monitor and act on what's important?



Who are your primary stakeholders and partners?

What do you need to do to earn trust?

Community & Stakeholder Assessment

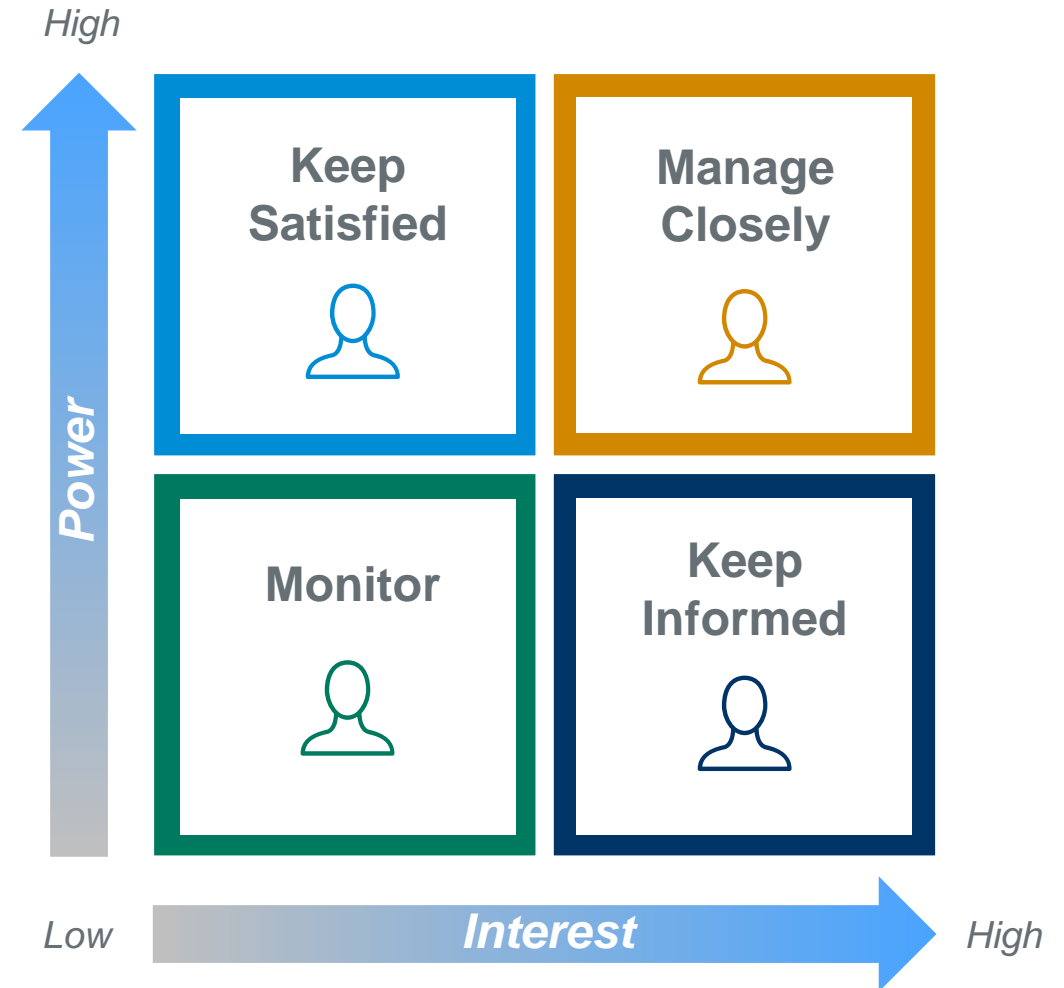


Different audiences require different engagement methods

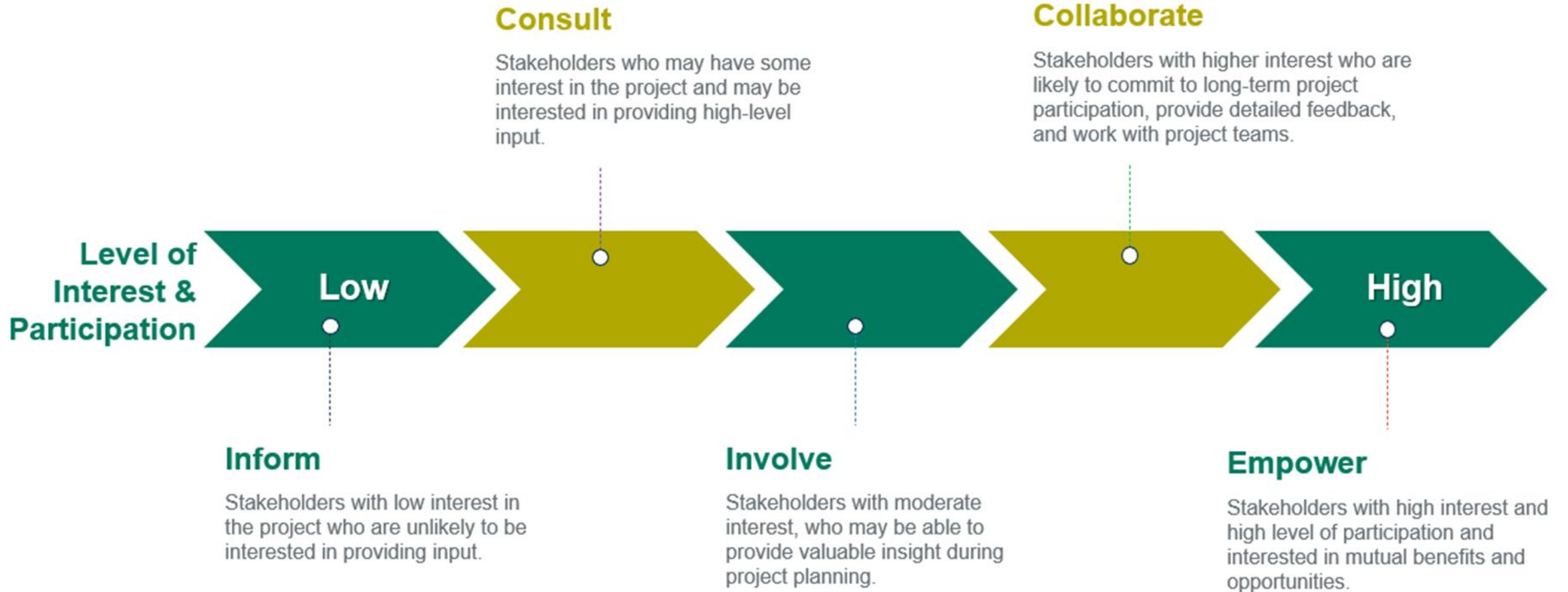


Each stakeholder group (and individual) may have a different driver

- ▶ Public image
- ▶ Reputation
- ▶ Brand enhancement
- ▶ Linkage to net zero targets
- ▶ Footprint considerations
- ▶ Environmental impacts
- ▶ New technology
- ▶ Political considerations
- ▶ NIMBY
- ▶ Human health
- ▶ Safety



Meaningful Engagement



■ Source: IAP2 Spectrum of Public Participation

Assess the playing field – and don't ignore public / social or non-technical risks

Fact vs. emotion



“
When people are outraged, they tend to think the hazard is more serious than it is. Trying to convince them that it is not, is unlikely to do much good until you reduce the outrage.
”

– *Dr. Peter M. Sandman*

Case Study: Partnership Building

Developing community coalitions

Background



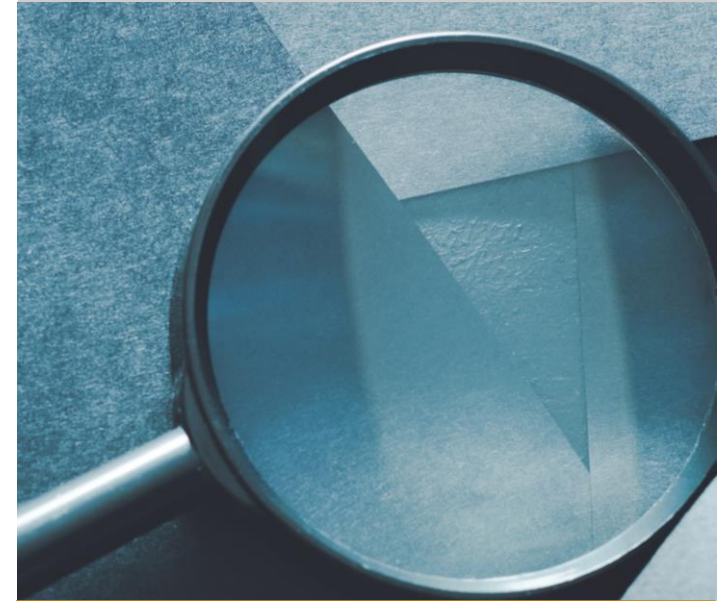
Concerns about funding for future capital infrastructure improvements.

Approach



Implemented Citizen Advisory Panel to review and learn more about the financial position of the city and make recommendations.

Results



Unanimous recommendation to restructure income tax which led to the eventual passage by the general public.

Building trust is critical

Mutual Gains Approach

Acknowledge the concerns of the other side



Offer solutions to minimize impacts; promise to compensate unintended impacts



Act in a trustworthy fashion at all times



Encourage joint fact finding



Accept responsibility, admit mistakes, and share power



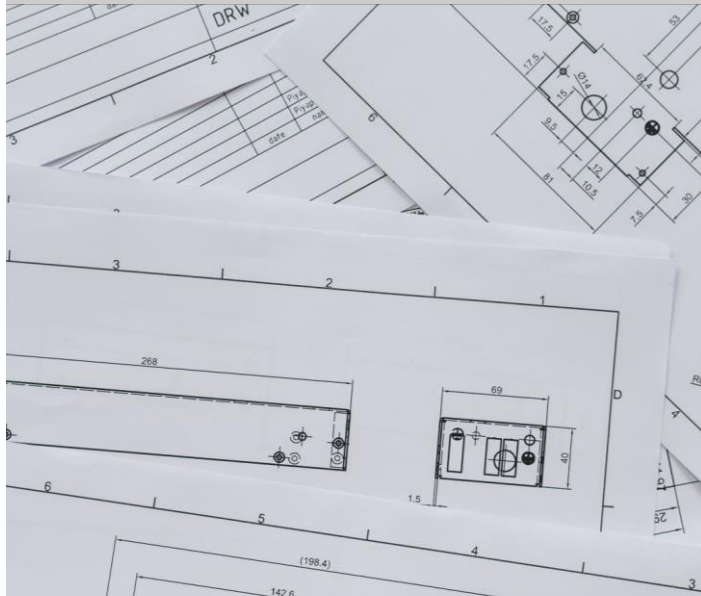
Focus on building long-term relationships

Source: *Susskind and Field*

Case Study: Early, Proactive Engagement

Building Community Advisory Panel

Background



Company going through the early stages of complex project development in local community.

Approach



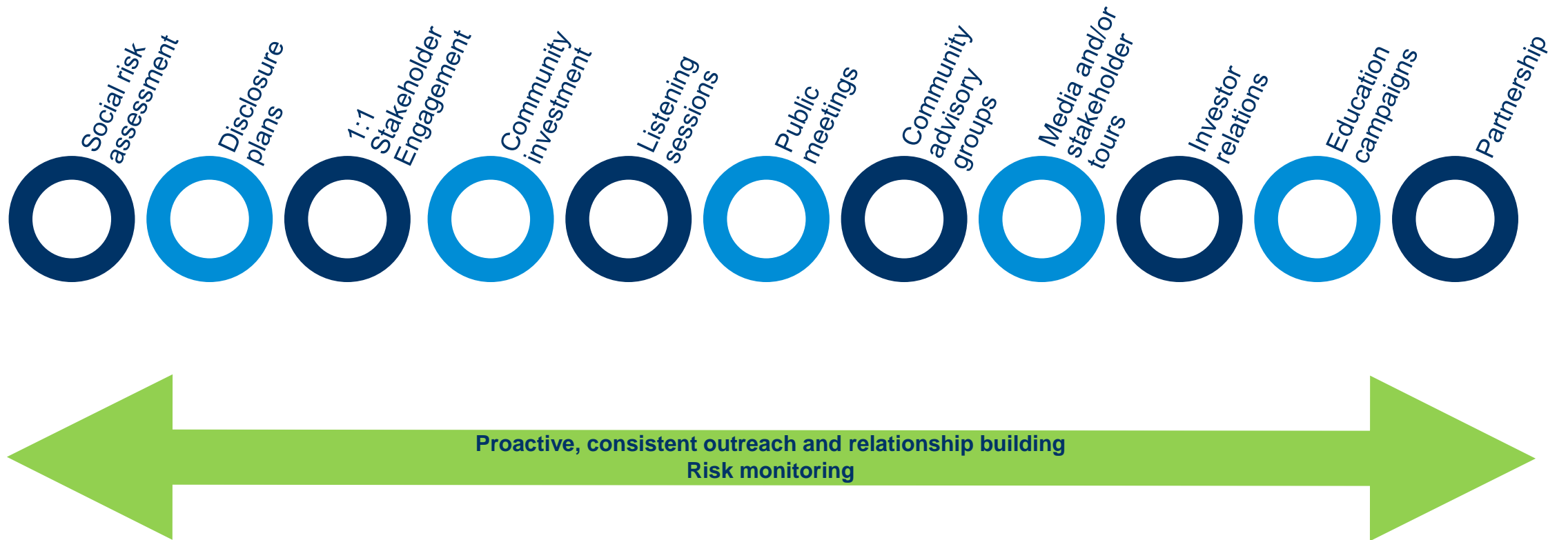
Implemented Citizen Advisory Panel, led by a third-party facilitator, to help connect with a diverse group of stakeholders from the community.

Results



Partnership building opportunities through the Community Advisory Panel. Advisory feedback on different components of the project.

Opportunities for engagement



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**How can meaningful
engagement be achieved?**

Questions?

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