

# *A Guide to Effective Active Engagement Using Social Methodologies*

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*Stakeholder Roadmap*

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The logo for CDM Smith, featuring the text "CDM" stacked above "Smith" in a bold, white, sans-serif font, set against a blue background. A registered trademark symbol (®) is located at the end of "Smith".

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The logo for Ryerson University, featuring the text "Ryerson" stacked above "University" in a white, sans-serif font, set against a blue background. A yellow vertical bar is positioned to the right of the text.

**Ryerson  
University**

RemTech Virtual

# Outline

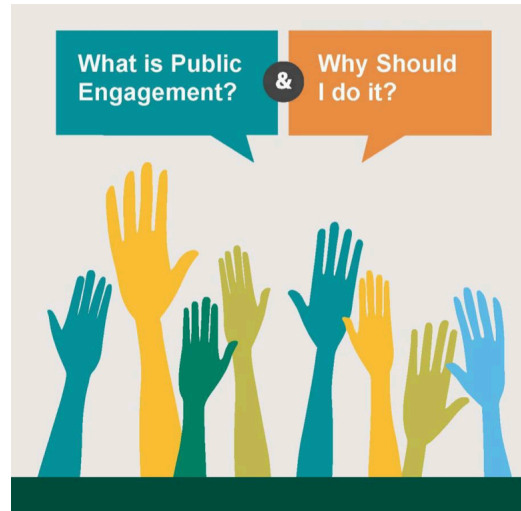
1. What We've Learned
2. Conceptualizing *Process* versus *Purpose*
  - Revisiting the meaning of “engagement”
  - Understand stakeholder context
3. Stakeholder Assessment Roadmap
4. Tips for Success

# What We've Learned: Several Benefits

- Engagement can be performed to identify site-specific sustainability metrics
  - Objectives can be implemented into site design to enhance outcomes and avoid conflict
- Community involvement and risk communication support and guidance is available
  - Include support from multi-discipline teams
- Start engagement early, allow the community to lead

# What We've Learned: Resistance to Engagement

Early involvement is perceived as ***'too messy, too complex,'*** resulting in barriers to performing early public engagement.



# We Need to Reframe Stakeholder Engagement:

- Understand the ***purpose*** (the why?)
- Understand the ***process*** (tools and method)

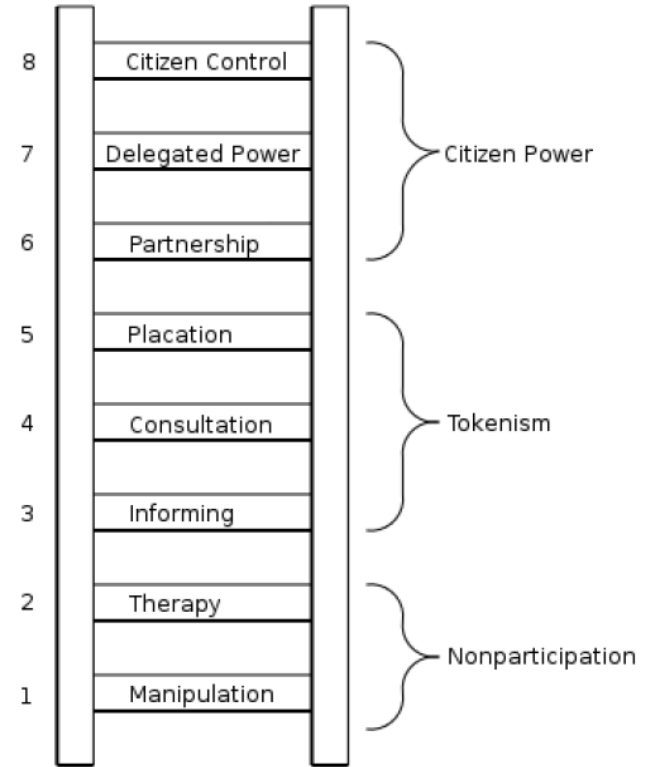




## Revisiting “Engagement” and Understanding Stakeholder Context

# Revisiting the Meaning of “Engagement”

- Active participation creates sense of citizen power or control of the project
- Tokenism equates to informing the community
- Nonparticipation is substitute for genuine participation



Arnstein (1969) Range of Participation

# Understanding Stakeholder Context

- Develop meaningful and active partnerships
- Understand socio-cultural barriers
- Understand language barriers
- Identify logistical limitations and challenges
- Define roles, relationships, influence, and interest







# Stakeholder Assessment Roadmap

# Our Caveat

## ***Unique & Different***

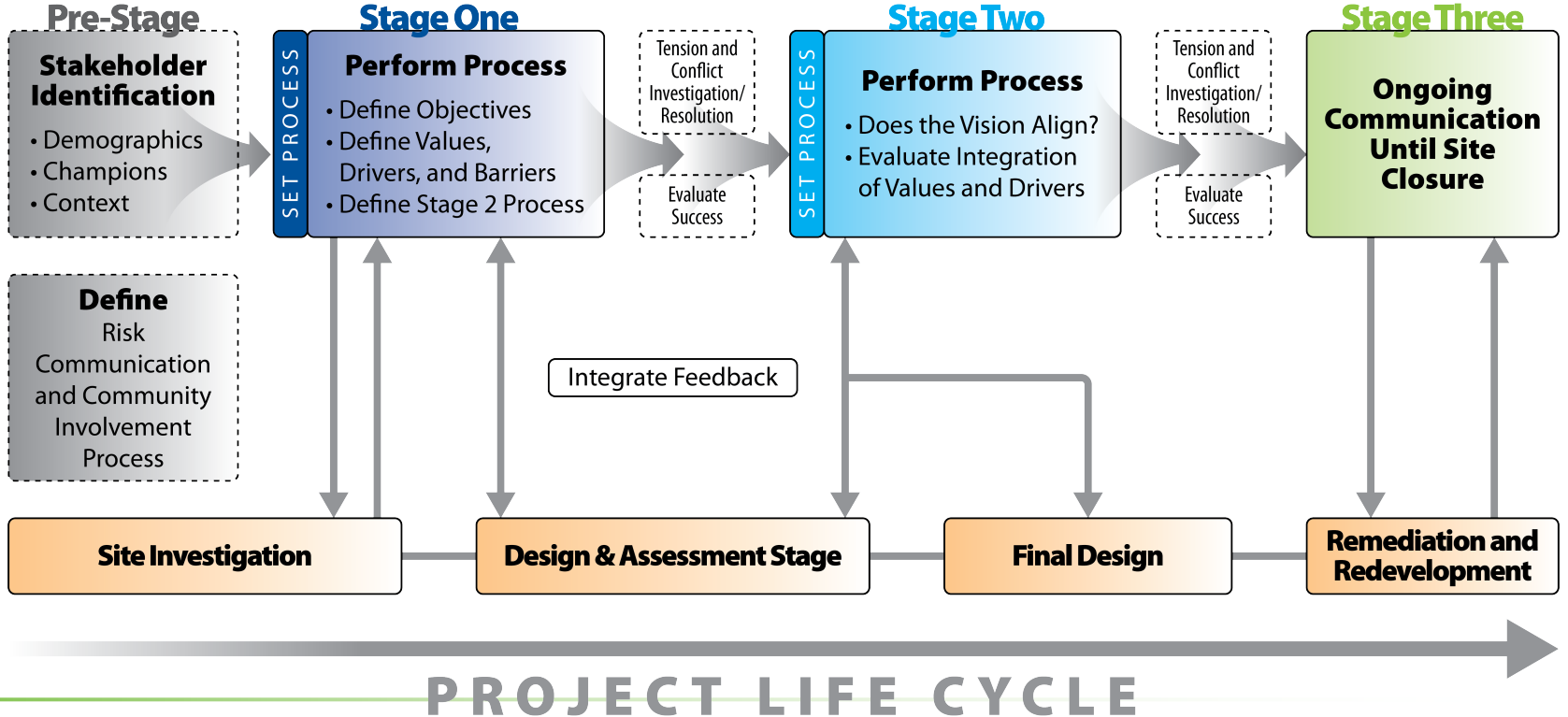
- Each project
- Each community
- Each stage

***One Size Does Not Fit All***



# Conceptual Stakeholder Assessment Roadmap

- Define Purpose**
  - Engagement vs. Outreach
  - Communication Objectives
- Define Process**
  - Methodology
  - Content

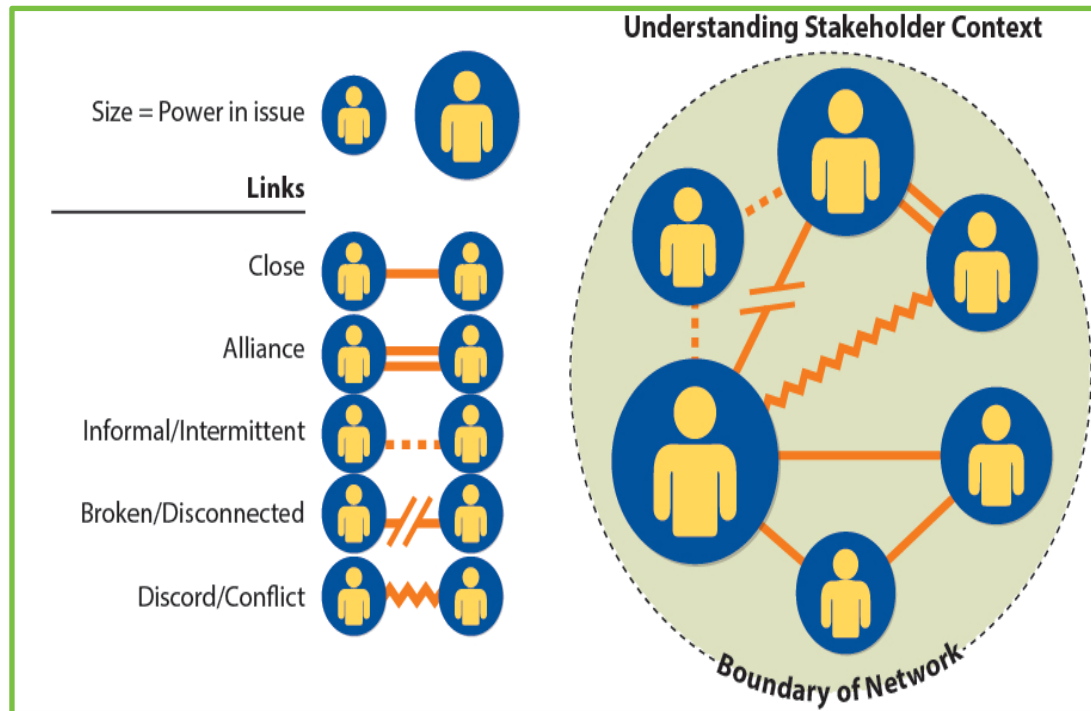


**Stakeholder Identification**

- Demographics
- Champions
- Context

# Pre-Stage: Identify Stakeholders and Conduct Baseline Research

- Stakeholder groups and context
- Locate champions
- Identify active stakeholders
- Baseline research
  - Demographic and social media data
  - Understand local context and heterogeneity
  - Identify vulnerable sub-populations

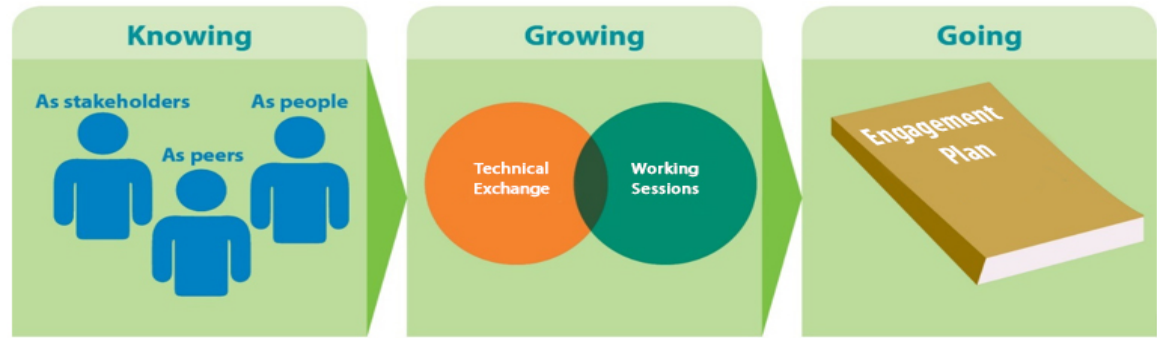


Stakeholder Identification

- Demographics
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# Pre-Stage: Define Purpose and Define Process

- Internally evaluate with your team what is the *purpose* of the project?
  - ‘Damage control’?
  - Enhanced outcomes for the community?
  - ‘Buy in’?
  - Community driven project?
- Who is in control?
- What is the value in engaging the community?
- The *Process* will unfold when purpose is defined.



### Perform Process

- Define Objectives
- Define Values, Drivers, and Barriers
- Define Stage 2 Process

# Stage One: Perform Engagement

## Understand the objectives and values of stakeholders

- What are the objectives for the site?
- What do they value?
- What are the ideal outcomes?
- Is their interest long-term or short-term?
- Are there drivers and/or barriers to engagement present?

*Use objectives and values defined by the community to assess the proposed cleanup action and redevelopment.*

# Set Process: Define Appropriate Tools and Methods for Fact Finding



## Methods:

- *Relationship building*
- Surveys & interviews
- Town halls & community meetings
- Door-to-door canvassing
- Presentations
- Informative website/hotline

## Tools:

- Design charrette
- MDCA
- Rating and scoring evaluation
- Social network analysis

*Employ risk communication and community involvement plan strategies with these tools and methods too!*

# Surveys and Focus Groups

- Determine stakeholder values, needs, and knowledge base



## Investigating Risk Perception of Lead Contamination in Jersey City, New Jersey

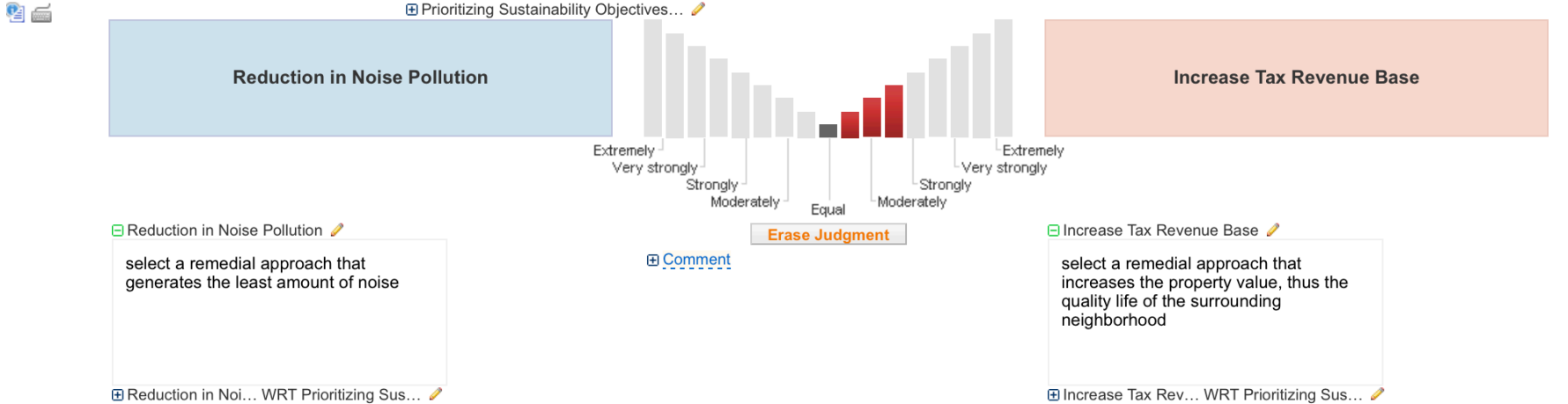
The purpose of this study is to determine if occupants are aware of lead contamination in soil and paint that may be present at their place of residence. If so, identify actions being taken by the occupant to address the contamination. This information will be useful in identifying potential sources of lead contamination in the area. Please complete this survey at your convenience and drop it in any mailbox; return postage is provided.





# Example of ExpertChoice MCDA Tool

With respect to **Prioritizing Sustainability Objectives for Remedy Selection**  
which of the two objectives below is more important



# Design Charrette



Saõ Paulo, Brazil,  
November 2, 2018

# Transition Stage: Tension and Conflict Investigation

- Tension
  - Are certain groups incompatible with other groups?
  - How can engagement move forward?
  - What are the solutions?
- Conflicts
  - What is the community opposed to?
  - Which values do not align?
  - What are the solutions?
- Evaluate Success
  - What worked well?
  - What is the community drawn to?



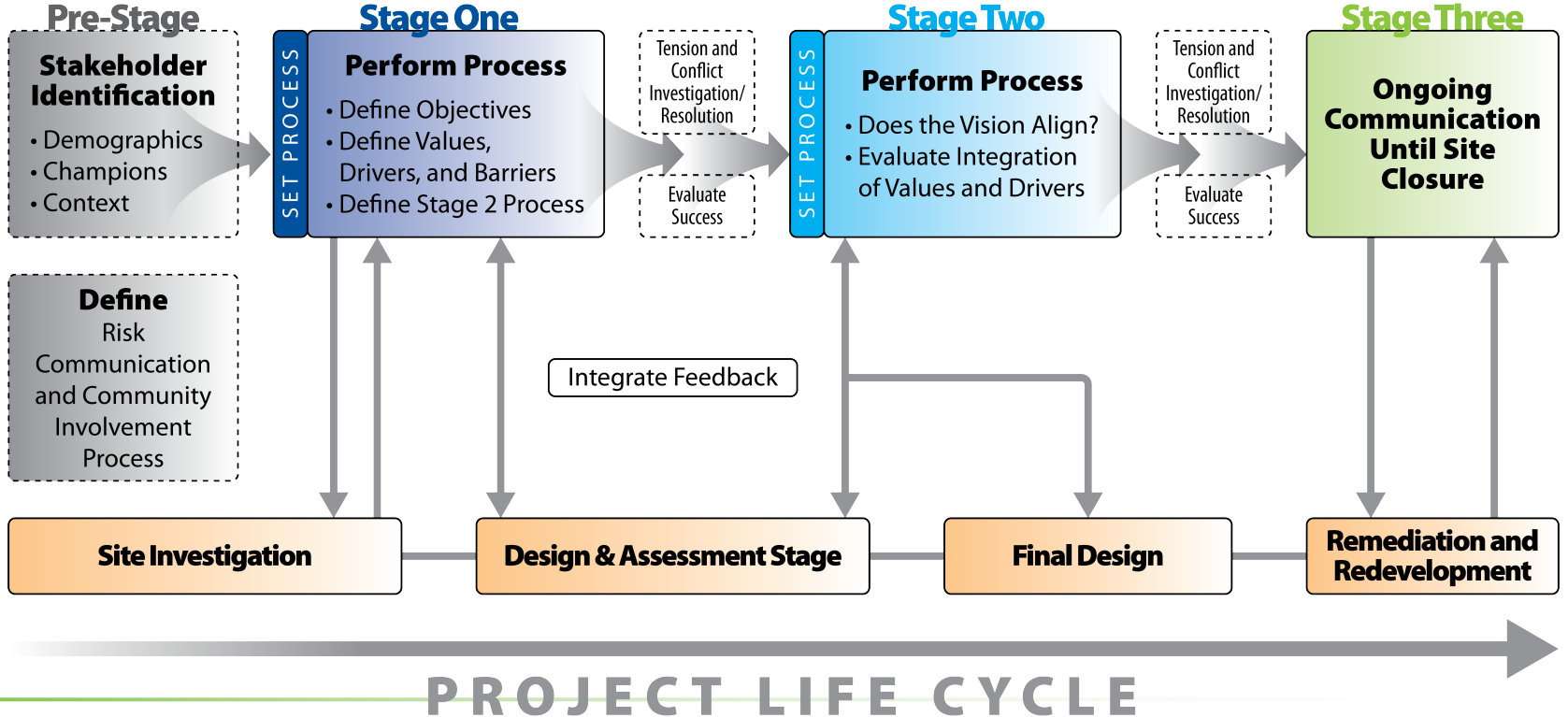
# Stage Two: Redefine Purpose & Perform Engagement

- Does the **vision** align with communities **values** and **objectives**?
- Evaluate the **integration** of the communities **values** and **drivers** for the site
- *Is this something everyone can live with?*
  - Setting expectations between stakeholders groups

*Use methods and tools to gain comprehensive understanding of communities needs and expectations.*

# Conceptual Stakeholder Assessment Roadmap

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# Tips for Success

# To Succeed, You Must Know Failure:

What makes engagement “messy and complex” and a failure?

- Failing to set realistic initial expectations
- Failing to identify full range of core stakeholders
- Poor logistical planning
- Insufficient financial resources
- Stakeholder fatigue
- Loudest person being heard
  - Not understanding group dynamics
  - Not employing multimethod approach
- Not using an appropriate project lead
  - Should be a social scientist, or someone with relevant training



# Community Defines Success!

How does the community define success?

- Define objectives upfront:
  - Site sustainability objectives considered
- Determine evaluation process with community to determine value in engagement





# How to Increase Effectiveness:

- Collaborate on a process, follow the process
- Their expectations should be met
  - These are the tools/use tools
  - They expect you to call, write, participate by X day
- Your expectations should be met
  - We need their participation
  - We expect you to call, write, participate by X day



# How to Increase Effectiveness:

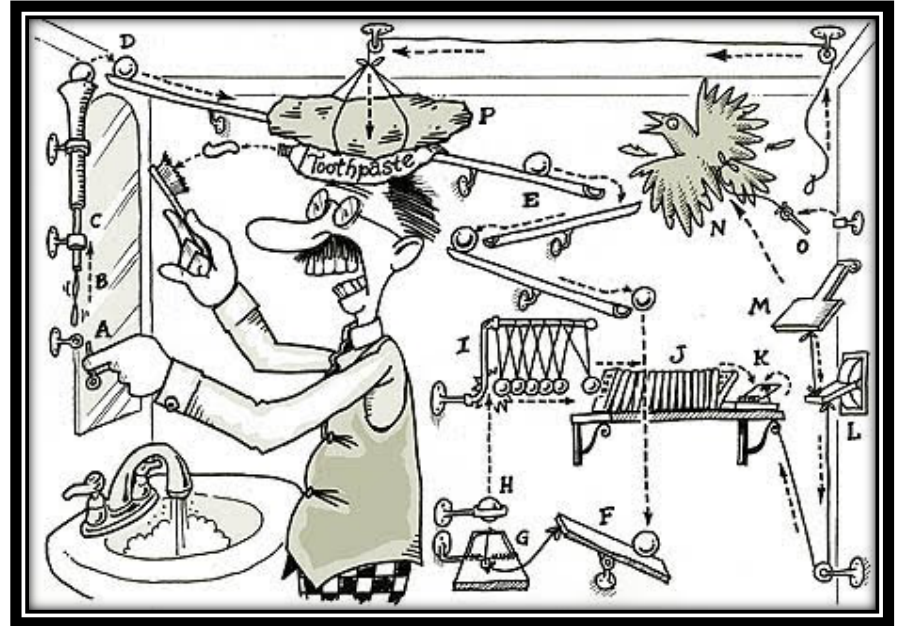
- Transparency and record keeping
- Due diligence in addressing concerns
- Do your homework
  - Review public available documents and community contacts to identify common concerns/needs prior to engagement
  - Reach out to experts
  - Use local champions
- **Have a multi-discipline team!**



# Principle of Occam's Razor (Parsimony)

“It is better to be **comprehensive** in the coverage of social issues than to be sophisticated in the quantification of a few.”

(Harclerode et al., 2015; Hiroshi, 1997)



# Thank You!

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