



Community Engagement

BREAKOUT SESSION | JUNE 24, 2016

Elizabeth Cooper, Consensus Building Institute

Patty Daley, Cape Cod Commission

Mike Domenica, Water Resources Associates



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Community Engagement 101: Why you need to involve the public, and how to do it well



Elizabeth Cooper – Susskind Fellow, Consensus Building Institute



CBI – Who We Are



Consensus Building Institute

**Better negotiations.
Better decision making.
Better results.**

Eleven Senior Mediators Working Internationally

OFFICES Cambridge, MA
New York
San Francisco
Washington, D.C.
Santiago, Chile

Affiliated with
MIT-Harvard Public Disputes Program
MIT Department of Urban Studies and Planning

Expertise

Energy, Environment & Land Use
International Development
Social Policy & Cultural
Resources
Corporate Community
Engagement
Organizational Governance &
Strategy
Commercial Agreements

Services

Negotiation Audits
Training & Coaching
Strategic Advising
Issues & Stakeholder
Assessment
Process Design
Mediation
Facilitation
Stakeholder Engagement
Research & Evaluation

Internationally-Recognized Non-Profit
Since 1993

Mission: Empower stakeholders—public and private, government and community—to resolve issues, reach better more durable agreements, and build stronger relationships.



Our Work on the 208 Plan

Working with the Cape Cod Commission, we...

- Designed and convened working groups
 - 11 Watershed Working Groups
 - 4 Sub-Regional Working Groups

- Facilitated 42 half-day meetings for participants to
 - review and add baseline information about watershed areas
 - evaluate traditional and non-traditional options to address nutrient contamination
 - explore a range of watershed-level scenarios to meet water quality goals
 - refine scenario planning ideas and explore challenges to implementation, monitoring, financing, and regulatory change



Our Work on the 208 Plan

- Convening Watershed Working Groups and Sub-Regional Working groups:
 - Used focus groups to determine key issues and interests
 - Developed Stakeholder categories
 - Participants applied (with short questionnaire)
 - Selected for balanced representation across expertise and interests

- Group participants included:
 - Local Elected Officials
 - Town Department Staff
 - Members of Relevant Town Committees
 - Environmental and Civic Group Representatives
 - Alternative Technology Advocates
 - Development and Real Estate Representatives
 - Other Business Representatives
 - Other Interested Citizens not otherwise represented



Our Work with the Town of Orleans

- With Mike Domenica, designed and convened the Orleans Water Quality Advisory Panel, including:
 - Board of Selectmen (5)
 - representatives of engaged civic groups (8)
 - liaisons from town boards, commissions, neighboring towns, regulatory agencies.

- Facilitated 13 half-day meetings for the Panel to:
 - Develop hypothetical “bookend” scenarios to meet water quality standards
 - Traditional and non-traditional technologies
 - Synthesize best ideas from each to develop a “hybrid” plan
 - Technical examination and robust group dialogue to refine
 - Consensus on set of principles and key elements of Amended Water Quality Management Plan, associated Adaptive Management Plan, warrant articles, and budget for the next year

- Warrant articles passed Town Meeting unanimously!

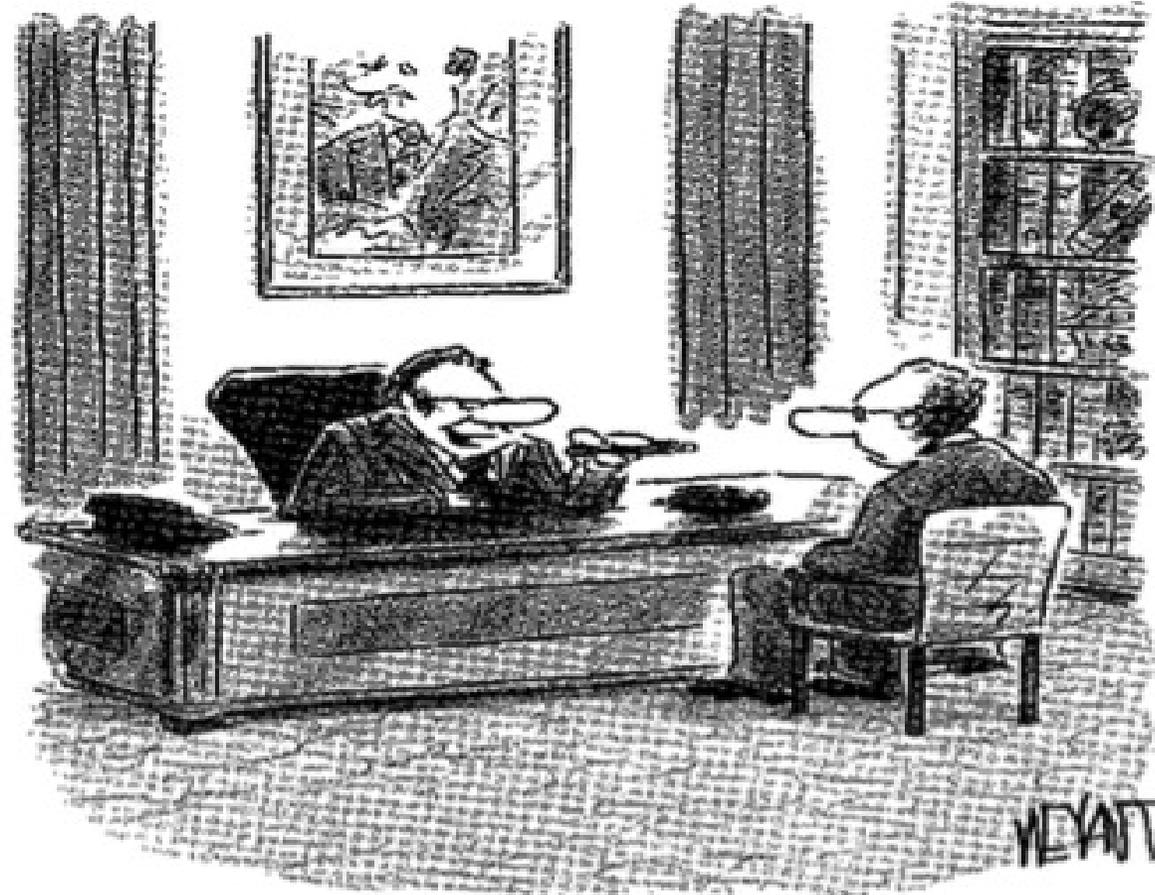


Other Recent Community Engagement/Consensus Building work in Southern Massachusetts

- Design, convene, and facilitate representative Advisory Group to develop Brewster's Coastal Adaptation Strategy
- Representative Advisory Committee to reach consensus on Plymouth's Airport Master Plan
- Representative Stakeholder group to jointly analyze options to respond to concerns about Falmouth wind turbines
- Design and facilitation of public engagement meetings to seek input on concepts for development of East Harwich commercial zone

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Community Engagement: Why Do It?



“Do you mind if I give you a little destructive criticism?”



Community Engagement: Why Do It?

- Change is controversial and potentially expensive
- Getting measures passed through Town Meeting is challenging
- People are risk-averse and sometimes fearful of adverse effects
- Frayed trust in government
- Data and facts alone don't inform or persuade
- Valuable community information and insights improve decisions
- Community stewardship is needed for implementation
- Shift from criticism to shared ownership and collaboration



How Robust Community Engagement Helps

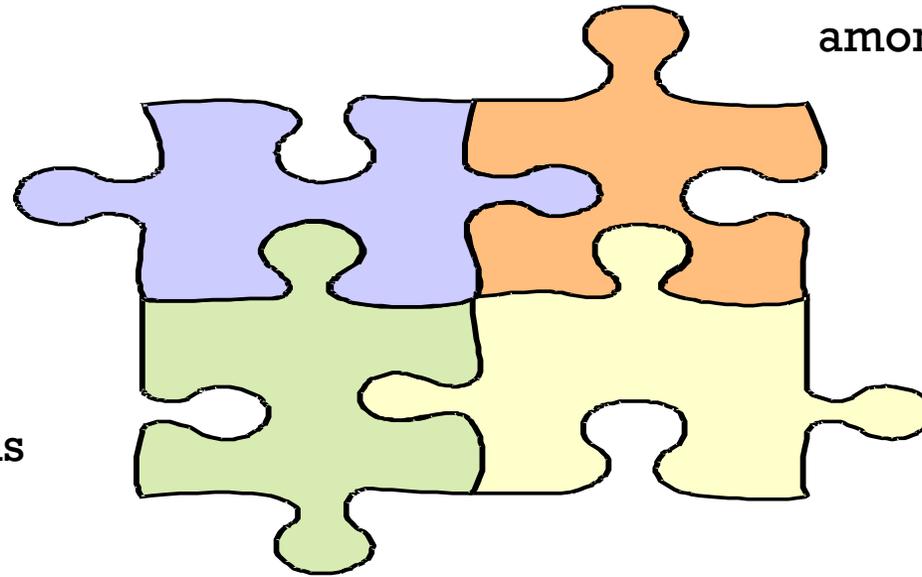
- Citizens are invested to help craft the solution
- Decisions are more responsive to community's values and interests
- People see how impacts and tradeoffs are weighed “behind the curtain”
- Building consensus develops solutions everyone can live with and support
- Good engagement builds trust across community and with the Town
- Decisions are wiser, more sustainable, more durable



The Goals of Successful Community Engagement

Well-informed, transparent and representative process

Build buy-in and ownership among stakeholders



Reach agreement on decisions that are fair, wise, and sustainable

Maximize joint gains (economic, social, environmental, etc.)

(Re)Build relationships and institutions



The Shifts Needed

	Conventional	Community Engagement
Goal	Technically viable plan	Technically and politically viable plan
Primary Audience	Decision-makers, Professional Staff	Decision-makers, stakeholders, entire communities
Tasks	Data-driven	Data- and Interest-driven
Skills	Technical skills	Technical and social skills
Role of the public	Criticize the plan	Help to shape the plan



A Spectrum of Public Engagement Options

- Exploring/Information-Sharing
 - Consultation and Dialogue
 - Advising and Visioning
 - Joint Decision-Making and Mediation
 - Implementation and Collaborative Planning



3 Key Characteristics of Effective Engagement

■ Inclusive

- Meaningfully include all viewpoints and interests
- Presume that participation will influence the outcome
- Be transparent

■ Informed

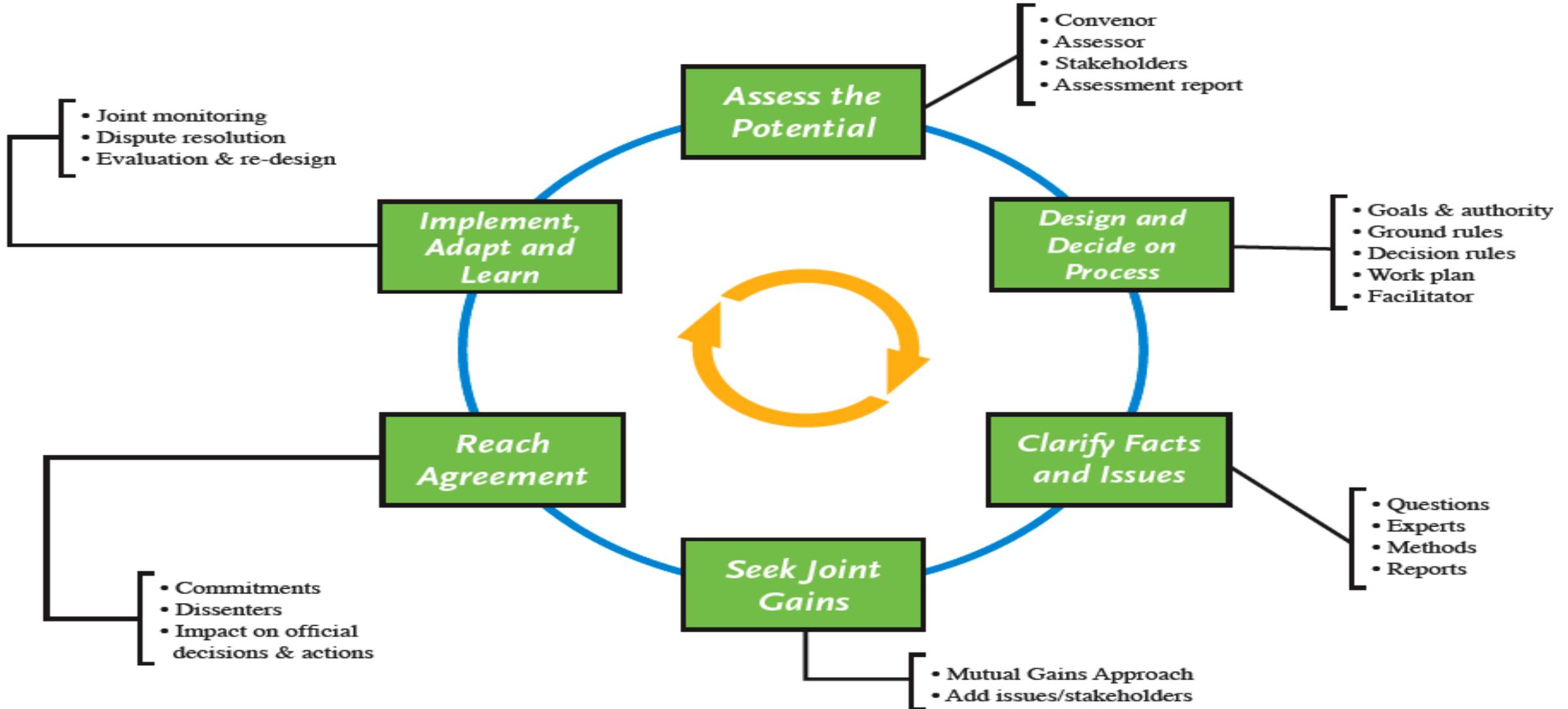
- Jointly develop and rely on the best available information
- Equal opportunity to share views
- Foster learning about each other

■ Deliberative

- Jointly name problems, frame solutions, weigh alternatives, work together to solve problems
- Mutual listening and explore rationale behind competing viewpoints (“interests” behind “positions”)



Key Stages of Collaborative Processes





Benefits & Costs?

(+) Greater shared understanding of facts, issues, interests and values

(+) Better stakeholder working relationships

(+) Joint gains from the decision / agreement

(+) Stakeholders satisfied with process and outcomes

(+) Agreements more likely to be implemented

(+) Stakeholders able to deal with change over time

(-) Time (to build / re-build trust, design process; let more people, not less, be involved; gather legitimate and credible information; generate multiple options

(-) Money: Who pays for what

(-) Opportunity Cost: What were the stakeholders' alternatives for meeting their interests?

(-) Risk: collaboration is a more ambitious goal than dialogue or consultation, and may produce frustration if it fails to resolve issues



Thank you!

Elizabeth Cooper

Consensus Building Institute

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Patty Daley, Cape Cod Commission

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MISSION

PUBLIC SQUARE

BANK



266th



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MISSION 2



IT'S ALL CONNECTED

Every community on the Cape shares one fresh-water aquifer, so from Bourne to Provincetown we all have a stake in our water quality. The nitrogen problem affects us all, so in order to solve it, a regional solution is needed. Can we work together? The future of the Cape depends upon it!



CCH₂O

OUR WATER. OUR FUTURE.

The Problem

My Watershed

Find a Solution

Learn More

Cape20



NITROGEN IS POLLUTING CAPE COD'S WATER

Our most important natural and economic resource needs your help

Cape Cod's health is intricately interwoven in its Environment and its Economy. But decades of population growth are significantly degrading our marine water quality. **We need to act now.** The cost of doing the wrong thing is only outweighed by the cost of doing nothing.

Ready to help? Start by learning about **your watershed** and solutions for **your home** and in your community.

Get Involved!





one cape

implementing solutions for clean water

The Black Box

THE NEXT GENERATION OF DECISION SUPPORT TOOLS

Stakeholder Process

strategies for establishing consensus in a regional planning process

OBJECTIVE

ON SCHEDULE

AGREEMENT

AFFORDABLE

FLEXIBLE

ENGAGING

FEDERAL

Who Defines the Solution?



**ENGAGED
STAKEHOLDERS**

**INTERESTED
CITIZENS**

**HYDROLOGISTS
ECONOMISTS**

**TOWN STAFF
ELECTED
OFFICIALS**

**ENGINEERS
PLANNERS
LAWYERS**

**ENVIRO
GROUPS**

**REAL ESTATE
BUILDERS
BUSINESS**



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Orleans Public Engagement

- Water Quality Advisory Panel
- *Clear, Specific, Agreed-Upon Objectives*
- Broad Participation
- Participation of the Commission, DEP
- *Led by Selectmen – Link to Board Decisions and Town Meeting*
- Support from Town Departments & Liaisons
 - Planning, Finance, Health, Shellfish, Pleasant Bay Alliance, ConComm, etc.

Orleans Public Engagement (cont.)

- Multi-Town: Eastham & Brewster Liaisons
- Formal Mission and Charter
- *Discipline & Leadership in Complying with Groundrules*
- *Consensus Agreement...and Annual Update*
- *Clear, Consensus Focused Decision Process*
- Public Meetings: Minutes
- Monthly Meetings
- *Professional Facilitation to Start Process*

Orleans Public Engagement (cont.)

- *Members to Exercise Leadership with their Constituencies*
- Practical Communications:
 - Weekly Newsletters on Active Projects
 - External Communications
 - Program Summary Flyers

The Value of Water..



\$3.10/gal.



\$2.25/gal.



\$4.42/gal.



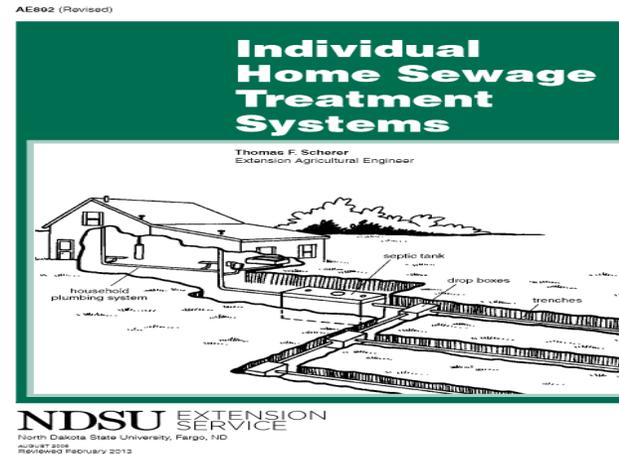
\$2.49/gal.



\$1.22/gal.



= \$0.005/gal.



= \$0.01/gal.

Issues & Priorities

- Remedial Measures vs Preventative Measures?
- Water system is town-wide? Why not wastewater?
- Willingness to pay – what do we value?
- Water Quality Management: Top Down vs. Bottom-up –
Gutters in the Road?



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Discussion