P5 presentation   23-01-2015
Coen Geesing   1371363

PUBLIC ENGAGEMENT
from a Developer's Perspective

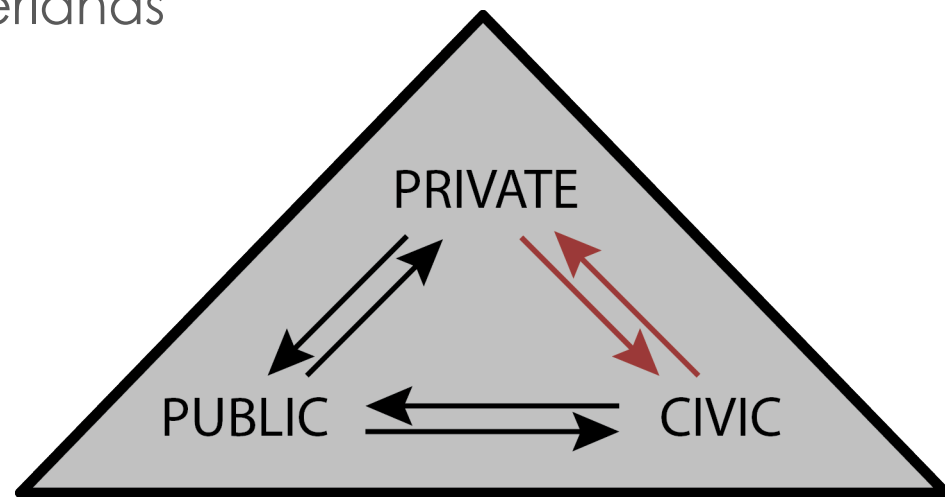| Theory | Goal | Methods | Results | Steering Framework | Conclusion |

CONTENTS

- Introduction

- Theoretical background

- Methodology

- Results

- Steering Framework (Synthesis)

- Conclusions

- Recommendations

Introduction

- ☐ Public engagement

- ☐ United Kingdom

- ☐ Lessons for the Netherlands

UK Planning System

- Private sector-led

- Planning Application

- Private-Public and Public-Civic
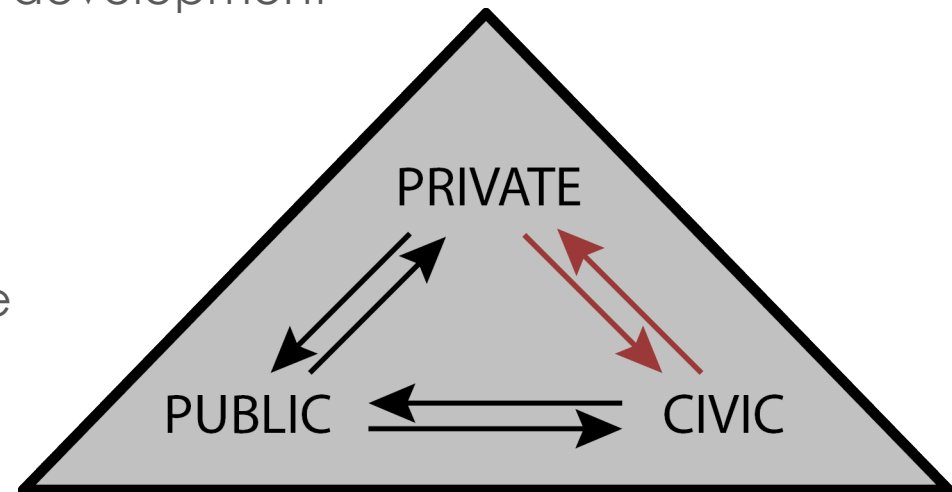
- **Private-Civic**

- Policies

Sectors

- Private developer
  - Risk bearing and investing
  - Concept and product development
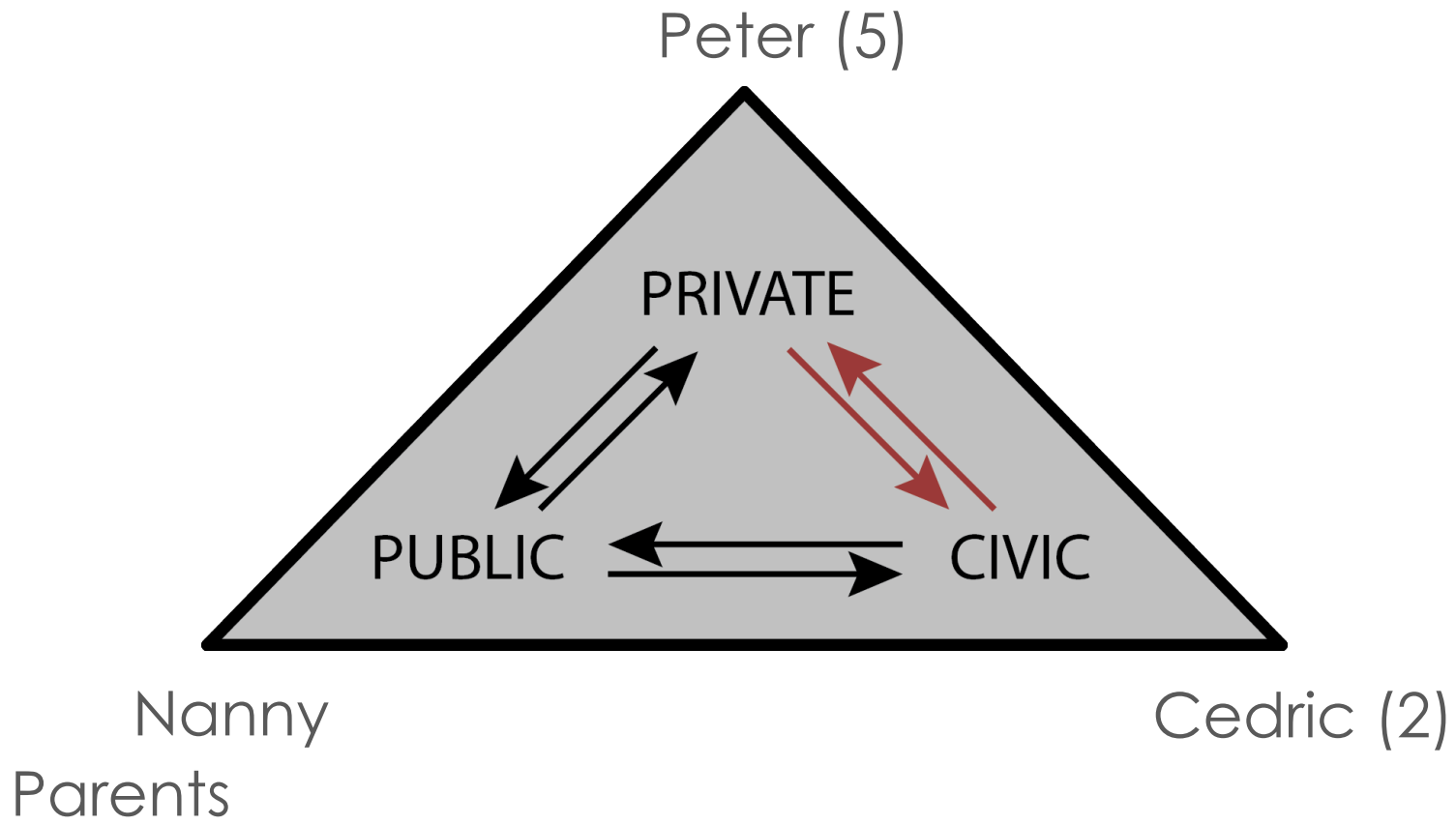 - Project management

- Civic sector
  - Voluntary
  - No specific knowledge

- Public sector
  - Policy
  - Application approval

Sectors

Public Engagement

- Public engagement process
    - Private-civic relation
    - Timing
    - Extent

Timing

Facility Life-cycle Phases

Planning & Design — 1-2 yrs

Construction & Commission — 1-3 yrs

Operations, Maintenance, and Renewal — 30-50 yrs

Decommission & Disposal — 1-2 yrs

Not to Scale

Typical Life-cycle for Commercial Building (in years)
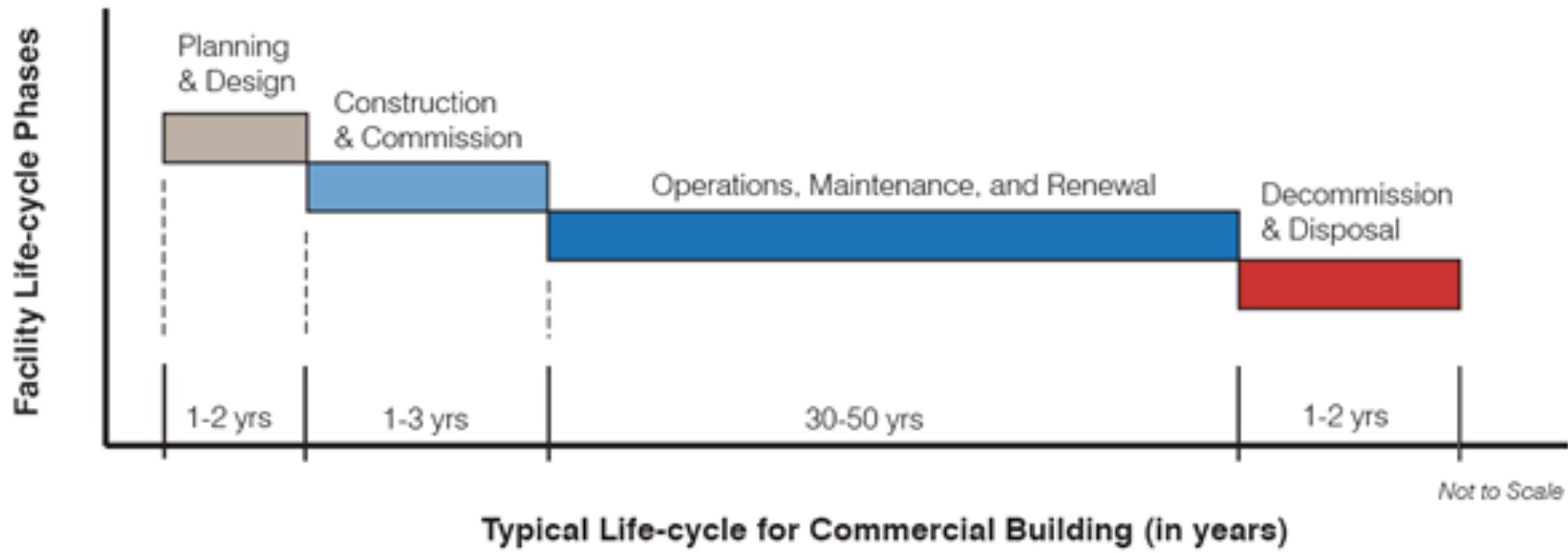
Timing
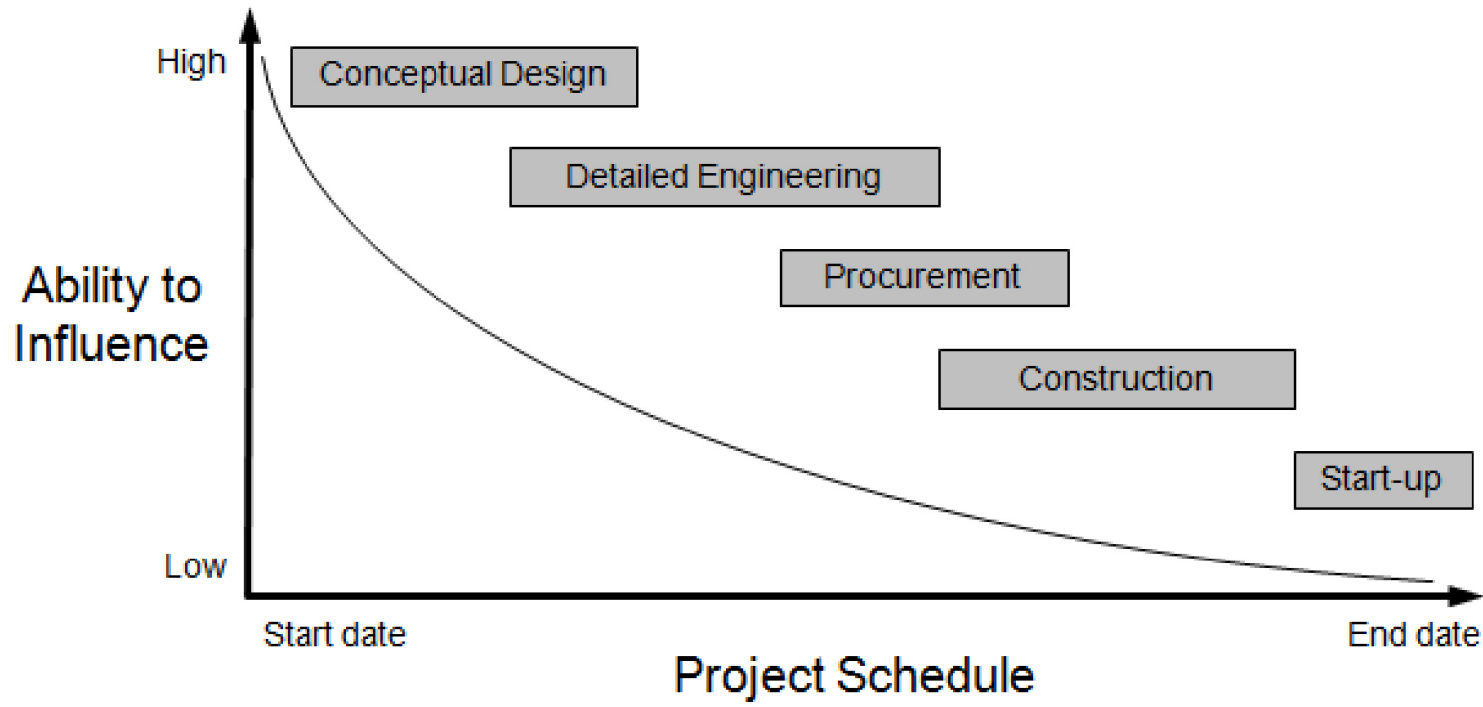
(Szymberski, 1997)

Extent

Ladder of Involvement

None	Inform	Consult	Involve	Collaborate	Empower
The private sector decides and leaves the civic sector out	Private sector decides and informs the civic sector about their plans	Private sector decides, but gives the civic sector a chance to voice their opinion	Private and civic sector make plans together, but civic sector is left out of execution	Private and civic sectors collaborate in planning and execution	Civic sector decides and executes plans. Private sector supports if necessary

Problem

*Governmental **policies** have indicated that a new form of **localism** is to be applied in the urban development industry. Private **developers**, who are primarily initiators and financers of urban regeneration projects, are obliged to implement **public engagement** into their pre-application process. However, whether the involved actors consider the **current interpretation** of public engagement in urban regeneration **effective** remains questionable.*

Research question

What does a public engagement process, which aim is to contribute to achieving the most important goals of a private developer working in urban regeneration projects, entail?

Research goal

- ◻ Gather knowledge and insight

- ◻ Process it into a useful tool

- ◻ Indicating the critical aspects

- ◻ And the benefits of public engagement

- ◻ For the private developer

Methodology

1. Literature review

2. In-depth case studies

3. Delphi study
   - Objectives of the private developer
   - Relational aspects of the private-civic relationship

4. Additional lessons

Steering Framework structure

No universal way of managing (De Leeuw, 2002)

1. Context

2. Organisation

3. Process

CONTEXT

Inner City Regeneration Project

Public-Private-Civic participation
Planning system & Policies
Central and Local Governance
Economy & Politics

Information
External management measures

Information
External management measures

Private developer
Leading actor
Financially involved
Responsibilities & Tasks

Information

Relational aspects

Civic sector
Wish to be involved
No financial involvement
Dependent on other actors

Information

Public Engagment Management

Information

Information

Input

Public Engagment Process
1. Private developer's objectives
2. Private-civic relational aspects
3. Timing
4. Extent
5. Added value

Output

Product quality
Spatial quality
Service quality

Steering Framework structure

Straub (2012)

2. Case studies

Bristol: Harbourside

London: Regent Quarter

Bristol Harbourside

- Development process

- Public engagement

Regent Quarter

- ☐ Development process

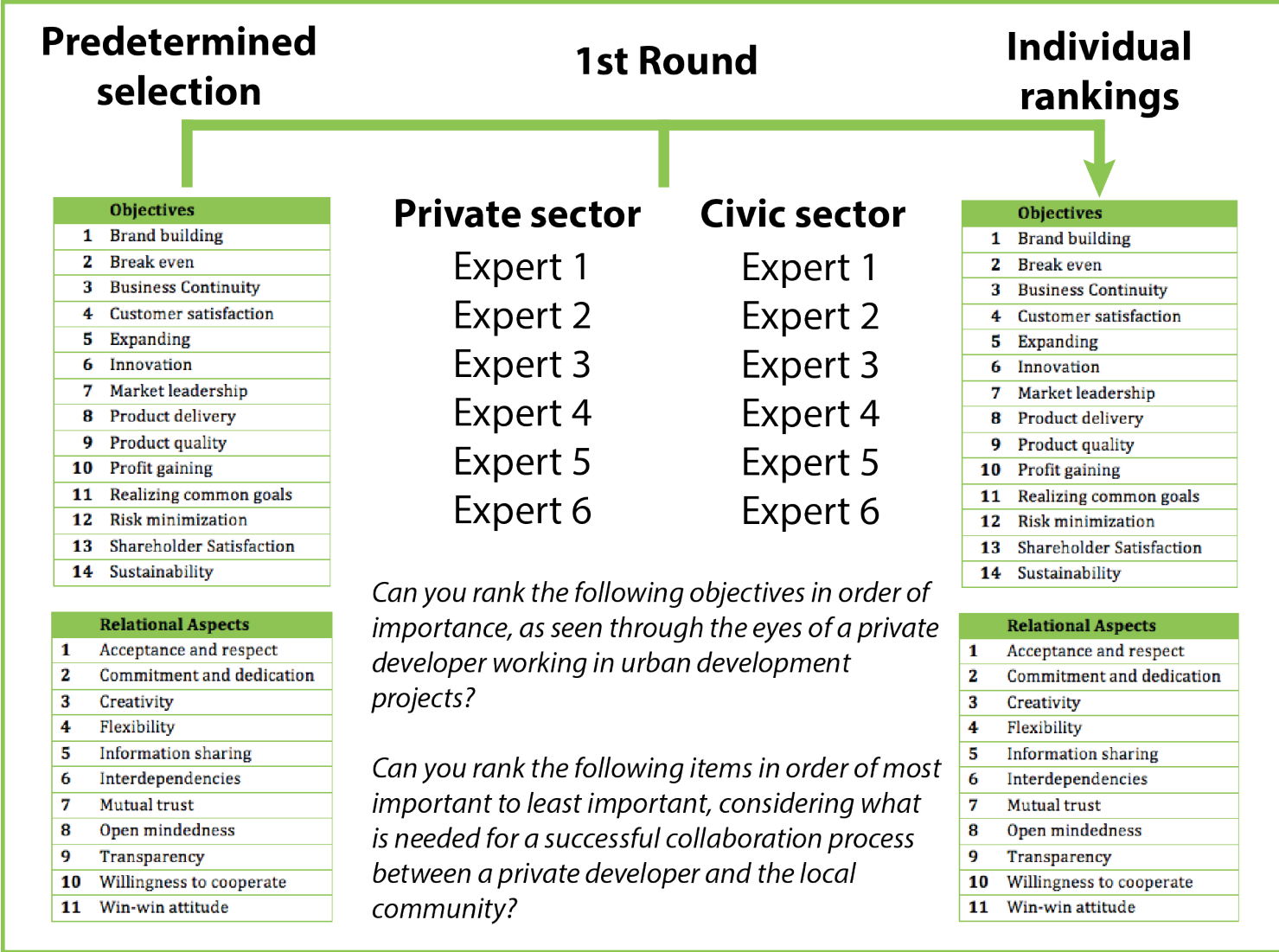- ☐ Public engagement

3. Delphi study

- ☐ Objectives of the developer

- ☐ Relational aspects of private-civic relationship

- ☐ Two rounds of ranking

Predetermined selection

1st Round

Individual rankings

	Objectives
1	Brand building
2	Break even
3	Business Continuity
4	Customer satisfaction
5	Expanding
6	Innovation
7	Market leadership
8	Product delivery
9	Product quality
10	Profit gaining
11	Realizing common goals
12	Risk minimization
13	Shareholder Satisfaction
14	Sustainability

	Relational Aspects
1	Acceptance and respect
2	Commitment and dedication
3	Creativity
4	Flexibility
5	Information sharing
6	Interdependencies
7	Mutual trust
8	Open mindedness
9	Transparency
10	Willingness to cooperate
11	Win-win attitude

Private sector

Expert 1
Expert 2
Expert 3
Expert 4
Expert 5
Expert 6

Civic sector

Expert 1
Expert 2
Expert 3
Expert 4
Expert 5
Expert 6

Can you rank the following objectives in order of importance, as seen through the eyes of a private developer working in urban development projects?

Can you rank the following items in order of most important to least important, considering what is needed for a successful collaboration process between a private developer and the local community?

	Objectives
1	Brand building
2	Break even
3	Business Continuity
4	Customer satisfaction
5	Expanding
6	Innovation
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8	Product delivery
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9	Transparency
10	Willingness to cooperate
11	Win-win attitude

Individual ranking

Group ranking + Comments

2nd Round

Revised individual rankings

Objectives	
1	Brand building
2	Break even
3	Business Continuity
4	Customer satisfaction
5	Expanding
6	Innovation
7	Market leadership
8	Product delivery
9	Product quality
10	Profit gaining
11	Realizing common goals
12	Risk minimization
13	Shareholder Satisfaction
14	Sustainability

Objectives	
1	Brand building
2	Break even
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8	Product delivery
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13	Shareholder Satisfaction
14	Sustainability

Private sector

Expert 1
Expert 2
Expert 3
Expert 4
Expert 5
Expert 6

Civic sector

Expert 1
Expert 2
Expert 3
Expert 4
Expert 5
Expert 6

Objectives	
1	Brand building
2	Break even
3	Business Continuity
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13	Shareholder Satisfaction
14	Sustainability

Relational Aspects	
1	Acceptance and respect
2	Commitment and dedication
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Relational Aspects	
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Relational Aspects	
1	Acceptance and respect
2	Commitment and dedication
3	Creativity
4	Flexibility
5	Information sharing
6	Interdependencies
7	Mutual trust
8	Open mindedness
9	Transparency
10	Willingness to cooperate
11	Win-win attitude

Final results

Rank	Objectives
1	Profit gaining
2	Shareholder Satisfaction
3	Risk minimization
4	Product delivery
5	Product quality
6	Customer satisfaction
7	Expanding
8	Business Continuity
9	Market leadership
10	Brand building
11	Realizing common goals
12	Sustainability
13	Innovation
14	Break even

Rank	Relational aspects
1	Willingness to cooperate
2	Acceptance and respect
3	Open mindedness
4	Mutual trust
5	Transparency
6	Information sharing
7	Flexibility
8	Creativity
9	Commitment and dedication
10	Interdependencies
11	Win-win attitude

Consensus

Kendall's W	Interpretation	Confidence in ranks
0.10	Very weak agreement	None
0.30	Weak agreement	Low
0.50	Moderate agreement	Fair
0.70	Strong agreement	High
0.90	Unusually strong agreement	Very high

Consensus

OBJECTIVES	Kendall's W		Significance	
	Round 1	*Round 2*	*Round 1*	*Round 2*
Complete panel	0,502	0,526	6,03E-09	1,61E-09
Private	0,659	0,711	1,70E-06	3,41E-07
Civic	0,355	0,356	1,41E-01	1,40E-01

RELATION	Kendall's W		Significance	
	Round 1	*Round 2*	*Round 1*	*Round 2*
Complete panel	0,321	0,444	3,02E-05	6,67E-08
Private	0,407	0,519	6,54E-03	5,52E-04
Civic	0,407	0,535	6,49E-03	3,86E-04

Timing
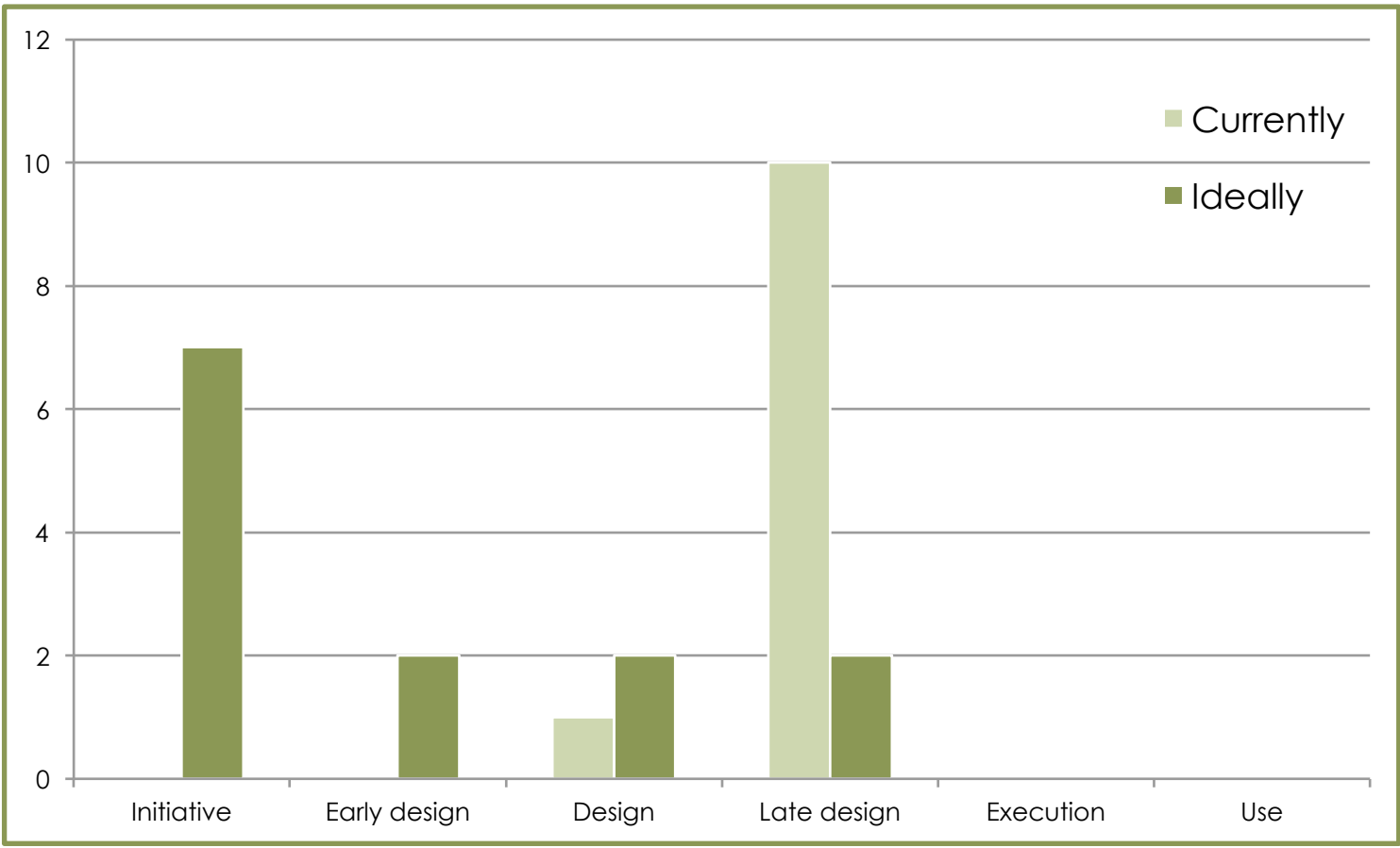
Extent
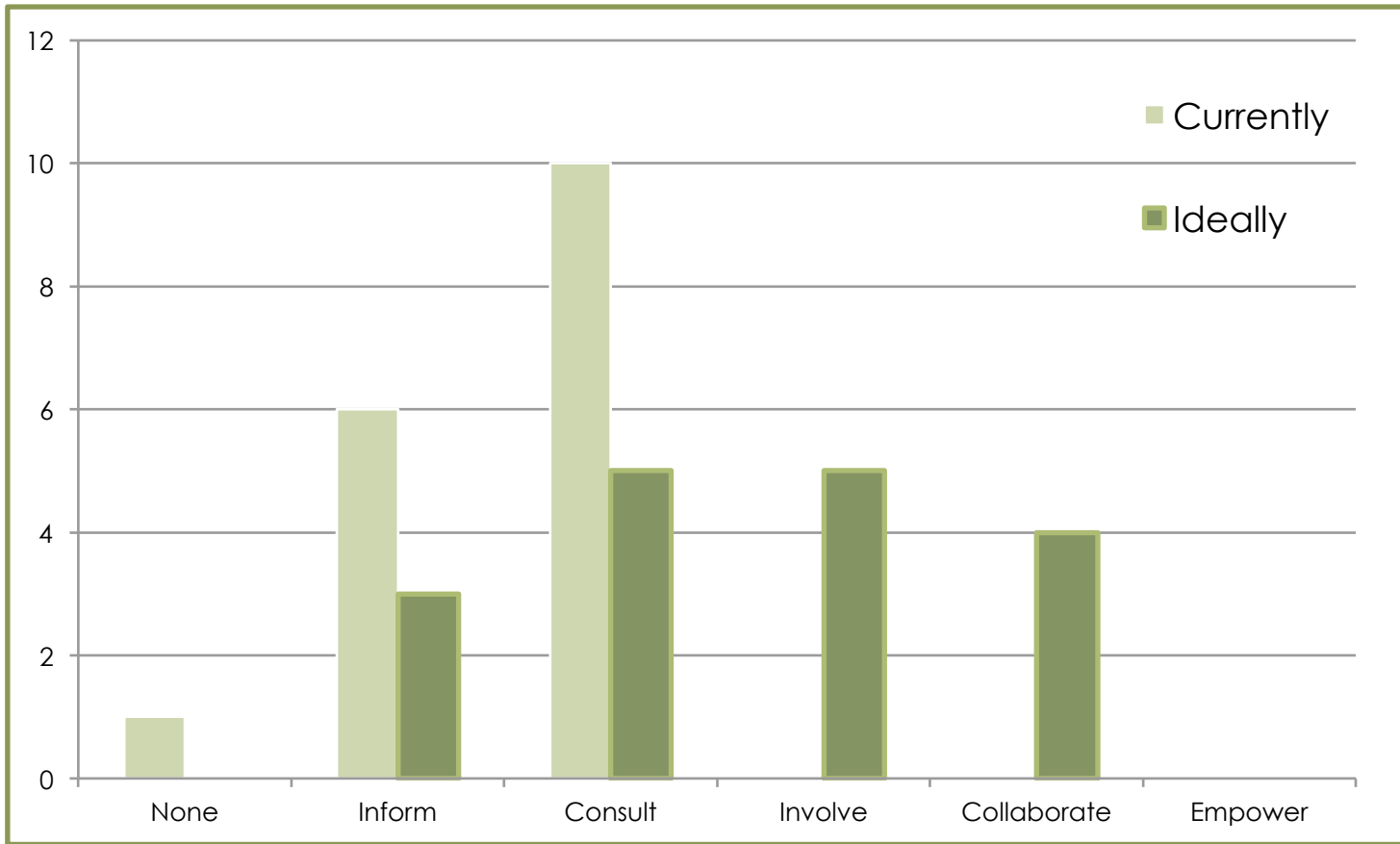
4. Additional lessons

◻ Developer's market position

◻ Civic sector's characteristics

◻ Extent: reaching the people

◻ Timing: don't be too late

Steering Framework
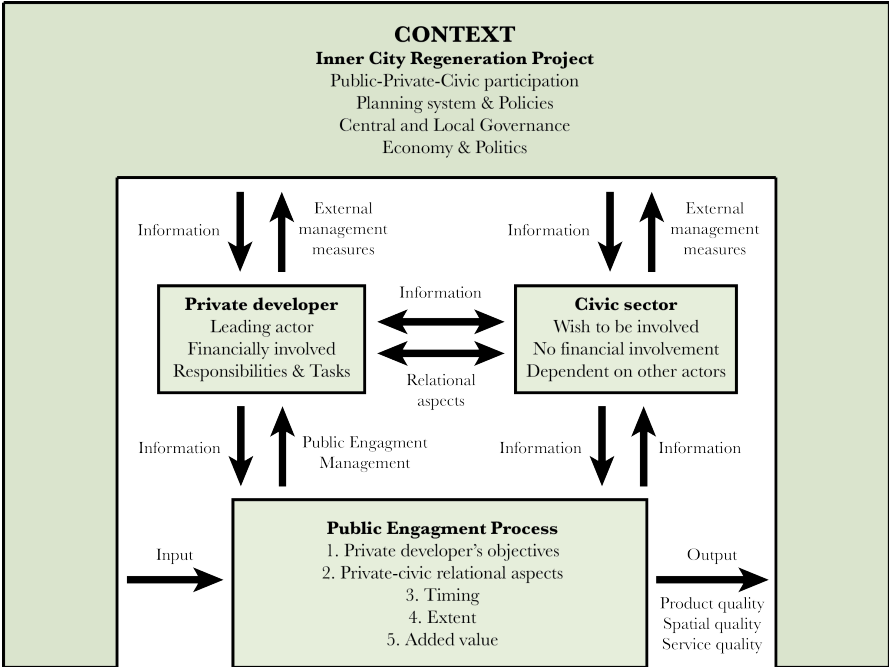
Steering Framework

- 2 Frameworks
  - Academic
  - Practical

- Strategy
  - Potential added value
  - Developer's objectives

Strategy

PRIVATE DEVELOPER	**STRATEGY**	DEVELOPER'S OBJECTIVES

What is the POTENTIAL ADDED VALUE
of investing in a public engagement process?

(A) Improved chance of receiving planning approval
(B) Minimized risk of unexpected delays and extra costs
(C) Widely appreciated and qualitative end product
(D) Positive branding

1. Profit gaining
2. Shareholder satisfaction
3. Risk minimization
4. Product delivery
5. Product quality
6. Customer satisfaction
7. Brand building
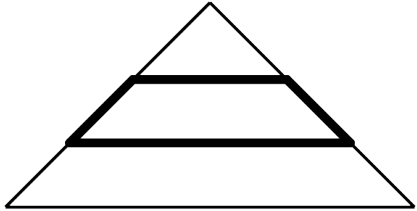
Steering Framework

- Tactics
  - Responsible
  - Competences

Tactics

RESPONSIBLE

TACTICS

COMPETENCES

WHO should be responsible for the engagement process?

The executing party should be able to:
Communicate with large groups (without specific planning knowledge)
Present the developer's plans and retain useful feedback from the public
Invest adequate time and resources
Mediate between the wishes and needs of the developer and the civic sector
Find representatives for the entire community

Steering Framework

- Tactics
  - Responsible
  - Competences
  - Private-Civic relationship
  - Relational aspects

Tactics

Private developer
Leading actor
Financially involved
Responsibilities & Tasks

Information

Relational
aspects

Civic sector
Wish to be involved
No financial involvement
Dependent on other actors

PRIVATE-CIVIC
RELATIONSHIP

WHAT are the most
important relational aspects?

1. Willingness to cooperate
2. Acceptance and respect
3. Open mindedness
4. Mutual trust

5. Transparency
6. Information sharing
7. Flexibility
8. Creativity

9. Commitment and dedication
10. Consciousness of interdependencies
11. Win-win attitude

Steering Framework

- ◻ Operations
  - ◻ Timing
  - ◻ Extent

Operations

TIMING

What is the right TIME to start engaging the public?

(A) Start early in the process
(B) Continue the engagement throughout the process
(C) Preferably from Initiative until Construction

OPERATIONS

EXTENT

What is the most effective LEVEL of involvement?

(A) A range of levels should be offered
(B) Depending on the civic sector's needs
(C) Recommended to lie between Informing and Involving
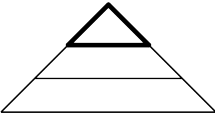
TIMING
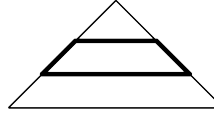
Initiative	Late design	Construction
Early design	Application	Use
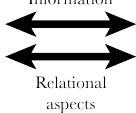
EXTENT
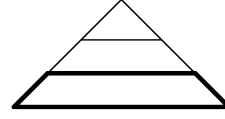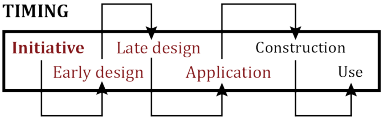
None	Inform	Consult	Involve	Collaborate	Empower

CONTEXT
Inner City Regeneration Project
Public-Private-Civic participation
Planning system & Policies
Central and Local Governance
Economy & Politics

PRIVATE DEVELOPER   **STRATEGY**   DEVELOPER'S OBJECTIVES

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(D) Positive branding

1. Profit gaining
2. Shareholder satisfaction
3. Risk minimization
4. Product delivery
5. Product quality
6. Customer satisfaction
7. Brand building

RESPONSIBLE   **TACTICS**   COMPETENCES

WHO should be responsible for the engagement process?

The executing party should be able to:
Communicate with large groups (without specific planning knowledge)
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Invest adequate time and resources
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Find representatives for the entire community

Private developer
Leading actor
Financially involved
Responsibilities & Tasks

Information

Relational
aspects

Civic sector
Wish to be involved
No financial involvement
Dependent on other actors

PRIVATE-CIVIC
RELATIONSHIP

WHAT are the most
important relational aspects?

1. Willingness to cooperate
2. Acceptance and respect
3. Open mindedness
4. Mutual trust

5. Transparency
6. Information sharing
7. Flexibility
8. Creativity

9. Commitment and dedication
10. Consciousness of interdependencies
11. Win-win attitude

TIMING   **OPERATIONS**   EXTENT

What is the right TIME to start engaging
the public?

(A) Start early in the process
(B) Continue the engagement throughout
    the process
(C) Preferably from Initiative until Construction

What is the most
effective LEVEL of involvement?

(A) A range of levels should be offered
(B) Depending on the civic sector's needs
(C) Recommended to lie between
    Informing and Involving

TIMING

Initiative	Late design	Construction
Early design	Application	Use

EXTENT

None	Inform	Consult	Involve	Collaborate	Empower

Public Engagement Steering Framework
For the private developer

WHY you should invest in Public Engagement

(A) Pre-application public engagement is a requirement stated by almost all councils
(B) Public support significantly increases the chance of receiving application approval
(C) It minimizes the risk of unexpected delays and extra costs
(D) It is a way to positively brand your company's image
(E) It can generate wider appreciation for, and a higher value of, the end product

---

WHAT an effective Public Engagement process entails
Generating both developer and local people satisfaction
(A) Of the end product   (B) Of the process   (C) Of the costs

---

HOW you should apply the Public Engagement process

Timing   Start early and continue the engagement throughout the project.
               From Initiative to Construction (Recommendation)
Extent   Facilitate a range of posibilities
               From Inform to Involve/Collaborate (Recommendation)

What CONDITIONS you should take into account

Public Engagement entails dealing with the civic sector. Relevant therefore is to take into account what is important in a **private-civic relationship**:
1. Accept and respect the civic sector as a partner in the process
2. Show willingness to cooperate
3. Be open to ideas and input from the civic sector
4. Try to create mutual trust
5. Show flexibility towards your plans
6. Be as transparent as possible

ADDITIONAL LESSONS you could take into account

(A) When **support** from the local people is crucial for receiving Planning Application approval, it might be worth investigating whether sufficient support is in fact present.
(B) Take the local people with you in your train of thought. **Explain** why certain plan-decisions are made and explain the most crucial requirements and restrictions.
(C) Be aware of the civic sector's characteristics and possible lack of professional under-standing. However, do **not underestimate** the power of a dissatisfied community.
(D) Invest time and effort into reaching a good **representation** of the entire community. This reduces the chance of confrontation with opponents only and increases the chance of generating support for your plans.
(E) Try to prevent being **too late** with engaging the people. The actual flexibility in the plans seems to be less important than engaging the public when adjustments are still possible

Conclusion

What does a public engagement process, which aim is to contribute to achieving the most important goals of a private developer working in urban regeneration projects, entail?
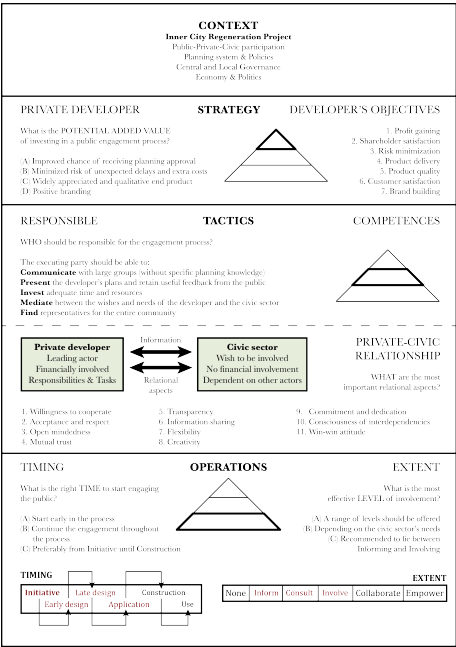
Lessons for the Netherlands

- ☐ Likelihood of transfer
  - ☐ Different systems, different cultures

- ☐ Objectives of developer

- ☐ Relational aspects of private-civic relationship

- ☐ Importance of *timing* and *extent*

- ☐ Characteristics of the civic sector
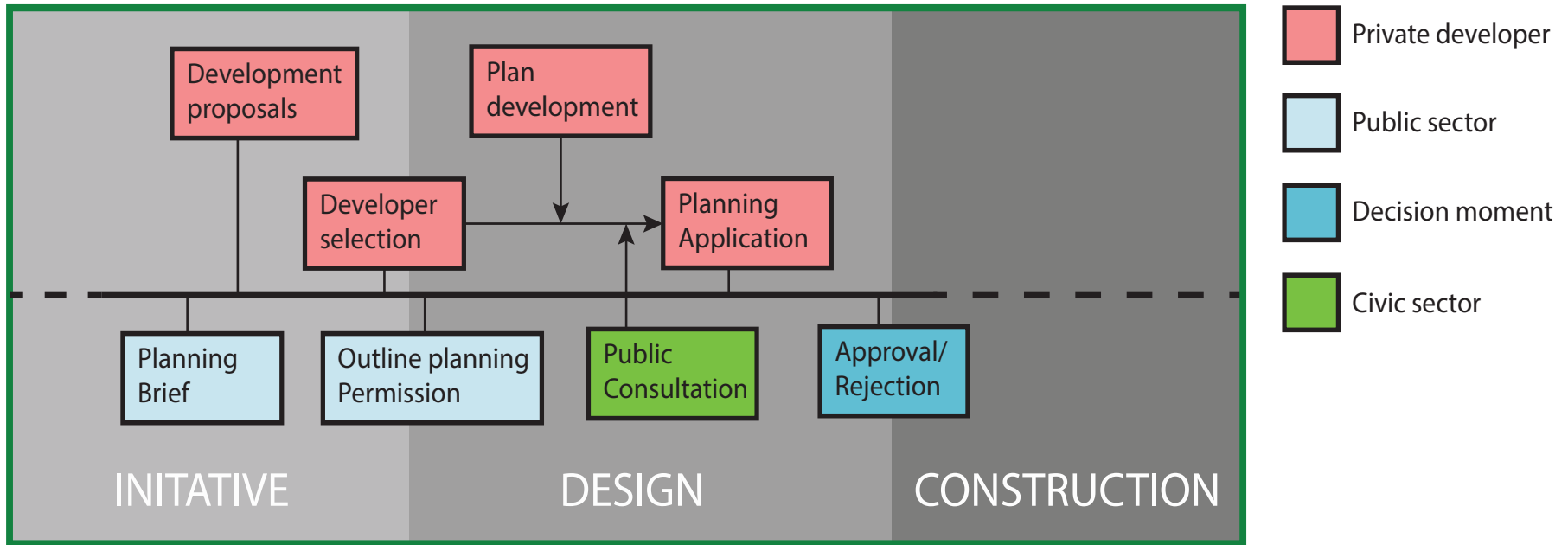
Recommendations

- Testing the Steering Framework in practice

- Added value

- Applicability of the Framework in the Netherlands

- Role public sector

Questions?

UK Planning System

Additional lessons

- ◻ Private developer

- ◻ Civic sector

- ◻ Public engagement

Added relational aspects

Place	Relational aspect
1	Willingness to cooperate
2	Acceptance and respect
3	Open mindedness
4	Mutual trust
5	Continuous engagement
6	Setting a scope
7	Transparency
8	Information sharing
9	Flexibility
10	Creativity
11	Clarity within community
12	Commitment and dedication
13	Interdependencies
14	Win-win attitude

- ◻ Timing and extent

- ◻ Steering Framework