Background

- The Green Deck project proposal is the first of its kind that has no specific client is available.

- A tremendous challenge to develop a design brief for the project.

- Involved community participation of the general public at the very early planning stage.
Aim

- gather the sentiments of the different stakeholders on the planning and design of the Green Deck Project proposal at the very early stage.

- Formulate a framework for stakeholders engagement
Methodology

Stakeholder Analysis for Proposed Green Deck project

Stage 1
- Identify Project Stakeholders

Stage 2
- Identify Stakeholders’ Interests and needs

Stage 3
- Identify Stakeholders’ Importance and Influence

Stage 4
- Public Participation and Empowerment Strategies

Stage 5
- Stakeholder Engagement framework
Stage 1 & 2: ON-STREET COMMUNITY SURVEY

Of the 590 Respondents, 84% believed that the Green Deck Project is FAVORABLE. (86% are end users)

Favorable aspects:
1. Greenery and sustainability
2. Improve air quality
3. More space and new facilities
4. Space and city beautification

Unfavorable aspects:
1. Impact on the overall environment,
2. High construction cost and time,
3. Traffic, noise and air pollution problem
4. Social interaction and harmonious use of the space

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Department of Building and Real Estate
The Hong Kong Polytechnic University
Results

Stage 3: Stakeholders’ Importance and Influence Matrix Analysis

(Tabbush & Ambrose-Oji, 2011)

- **High Importance; Low Influence**: End Users (77%; 37%), Community (73%; 42%), Business (51%; 35%)
- **High Importance; High Influence**: Government (75%; 66%), Dev. & Const. Experts (71%; 54%), Developers (54%; 52%)

**DEGREE OF IMPORTANCE**

- 100%
- 50%
- 0%

**DEGREE OF INFLUENCE**

- 100%
- 50%
- 0%

**Engagement Strategies**

- **Keep Satisfied**: Monitor with min effort
- **Engage Closely and Influence Actively**: Keep Informed

*Empowerment of End users & Community Groups*
How to mobilize these stakeholder groups to the ‘high importance/high influence quadrant’?

- Empowerment of end users & community groups through participation

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
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<tbody>
<tr>
<td>Citizen Control</td>
<td>These two highest levels allow the have-nots to have major decision-making or full managerial power.</td>
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<tr>
<td>Delegated Power</td>
<td>Allows the have-nots to negotiate and engage in trade-offs with traditional power holders.</td>
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<tr>
<td>Partnership</td>
<td>Ground rules allow the have-nots to advise, but retain for the powerholders the continued right to decide.</td>
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<tr>
<td>Placation</td>
<td>Allow the have-nots to hear and to have a voice. However, “they lack the power to insure that their views will be heeded by the powerful”.</td>
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<tr>
<td>Consultation</td>
<td>Real objective is not to enable people to participate in planning or conducting programmes, but to enable powerholders to “educate” and “cure” the participants.</td>
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Ladder of Citizen Participation
(Arnstein, 1969)

Ladder of Empowerment
(Rocha, 1997)
<table>
<thead>
<tr>
<th>STRATEGIES/LEVEL OF ENGAGEMENT</th>
<th>ENGAGEMENT TOOLS</th>
<th>STAKEHOLDERS’ ROLES</th>
<th>STAKEHOLDERS INVOLVED</th>
</tr>
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<tbody>
<tr>
<td>NOTIFY (Therapy) INFORM INFORMATION MADE AVAILABLE</td>
<td>• ADS AND PROMO, • ART AND CRAFT FAIR, • INTERNET AND MOBILE APPS</td>
<td>• Stakeholders as passive recipients of un-contextualised information • Dialogue is not necessary</td>
<td>• All Identified Stakeholders</td>
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<tr>
<td>INFORM Stakeholders are made aware of their rights and ways of participating in the project.</td>
<td>• ADS AND PROMO, • ART AND CRAFT FAIR, • INTERNET AND MOBILE APPS • ORGANIZE PUBLICITY ACTIVITIES FOR ALL AGES LECTURES, SEMINARS, EXHIBITIONS</td>
<td>• Stakeholders as passive recipients of broadly contextualised information • Dialogue is welcome but not explicitly invited</td>
<td>• All Identified Stakeholders</td>
</tr>
<tr>
<td>CONSULT Stakeholders receives full feedback on decisions taken</td>
<td>• COMMENT/OPINION POLLS • FOCUS GROUPS • CONSULTATION WORKSHOPS • QUESTIONNAIRES/INTERVIEWS</td>
<td>• Stakeholders as respondents • Designated consultation space/time in meetings • Dialogue is sometimes expected</td>
<td>• End Users • Community • Dev. &amp; Const. Experts • Developers • Business</td>
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<tr>
<td>INVOLVE (Placation) Stakeholders are involved throughout the decision making, has input</td>
<td>• WORKSHOPS • VOTING • PUBLIC CONSULTATION AND FORUM • EXPERTS AND PUBLIC OPINIONS • CHARITY WALK, MARCH</td>
<td>• Stakeholders as project team members • Participation in skills training</td>
<td>• End Users • Community • Dev. &amp; Const. Experts • Developers • Business</td>
</tr>
<tr>
<td>COLLABORATE (Partnership) decision making processes are undertaken in partnership with stakeholders</td>
<td>• DESIGN COMPETITIONS • TASK FORCES • MANAGEMENT COMMITTEES</td>
<td>• Stakeholders as collaborators/partners • Stakeholder on management committees/taskforces • Stakeholder shaped policy making</td>
<td>• All Identified Stakeholders</td>
</tr>
<tr>
<td>EMPOWER (Delegated power) Stakeholder owned, decided</td>
<td>• SOCIAL ART PROGRAM COMMUNITY OWNERSHIP PROGRAM MANAGEMENT PROGRAMS</td>
<td>• Stakeholders as designers, partners • Distributed decision making • Stakeholder ownership of resources, etc.</td>
<td>• All Identified Stakeholders</td>
</tr>
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</table>
1. Technical Aspects: air quality, ventilation, daylighting, structural framing, and road safety issues, noise (e.g. how to treat the pollution in the edge of the deck, along Cheong Wan Road).

2. Better connectivity with the surrounding districts (e.g. improving pedestrian flow and mitigate high people usage of the footbridges).

3. Addressing the functionality of space (a good transportation hub, scenery and comfortable environment, connectivity and multi-activities for social interaction, and the social significance of the place).

4. Boundary of the project can be more flexible at the preliminary stage (e.g. expand further along Cheong Wan Road).

Thank You

Welcome for discussion