



# From Energy Security to NIMBY

How did we get here and where do we go?

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**NIMBYism is a  
symptom of bad  
community  
engagement process.**

# Outrage or NIMBYism

- Outrage
  - Motivated by real or perceived risk
  - Expression of fear and anger
  - Seeks to minimize impact
- NIMBYism
  - Motivated by real or perceived risk
  - Opposition to the objective
  - Seeks to prevent development

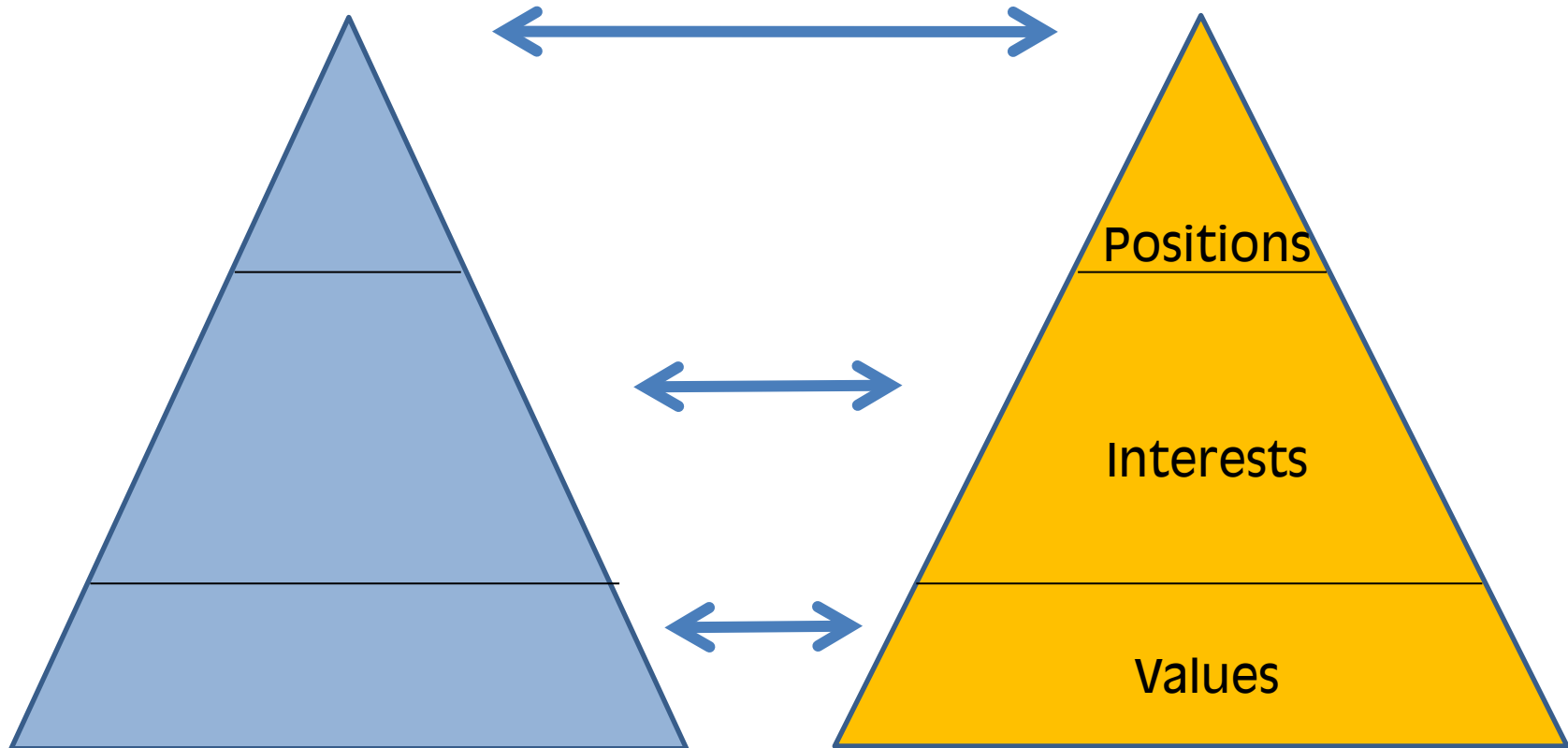


# Rights-based Engagement

- Coded or precedent
- Legal principles, authorities and “experts”
- Establishes win / lose framework
- Fosters attacks to weaken opponent's case
- Cedes control to a third party
- Invites vested interests

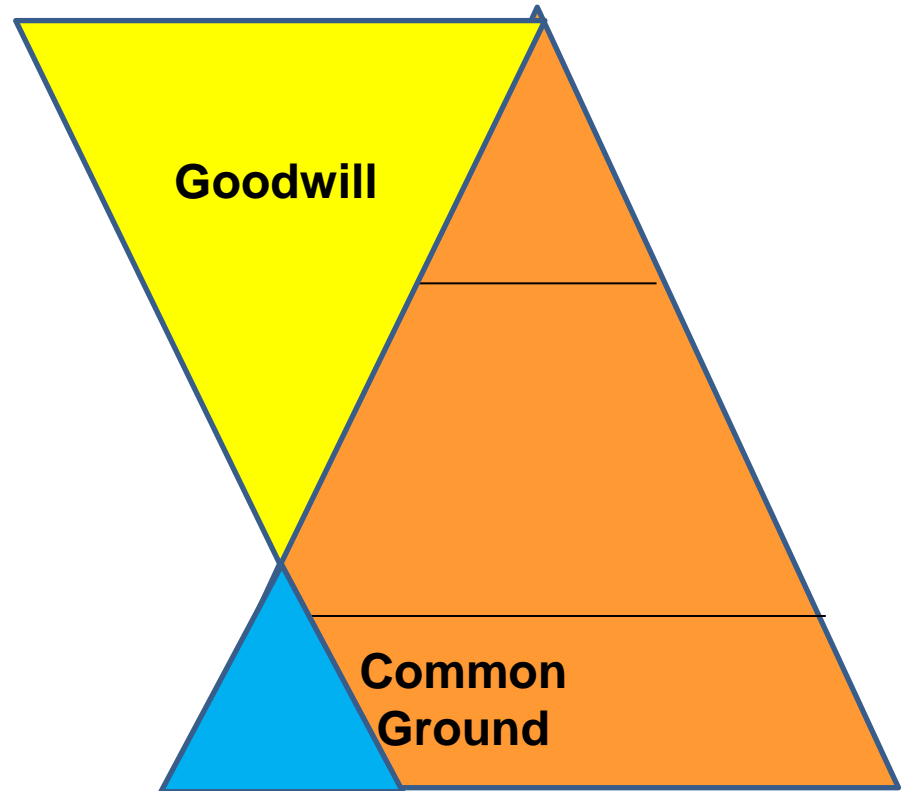
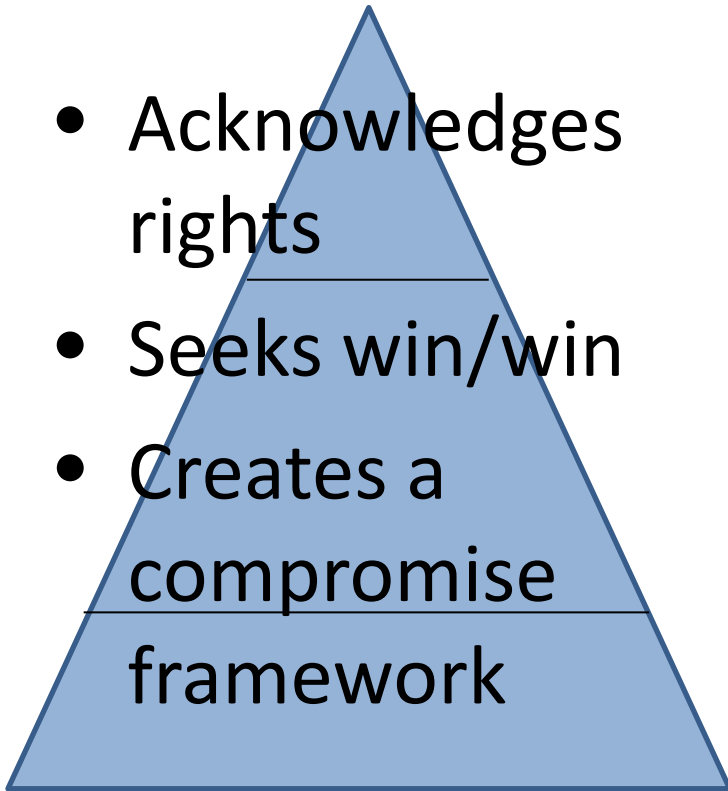


# Values-based Engagement



# Values-based Engagement

- Acknowledges rights
- Seeks win/win
- Creates a compromise framework



# The Process of Buy-in

- People have the right to influence decisions that affect their lives
- Grasp opportunities to get people involved
- Create opportunities to give people choice



# IAP2's Public Participation Spectrum



*Increasing Level of Public Impact*

## Inform

### Public participation goal

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

## Consult

To obtain public feedback on analysis, alternatives and/or decisions.

## Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

## Collaborate

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

## Empower

To place final decision-making in the hands of the public.

### Promise to the public

We will keep you informed.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

### Example techniques

- Fact sheets
- Web sites
- Open houses

- Public comment
- Focus groups
- Surveys
- Public meetings

- Workshops
- Deliberative polling

- Citizen advisory Committees
- Consensus-building
- Participatory decision-making

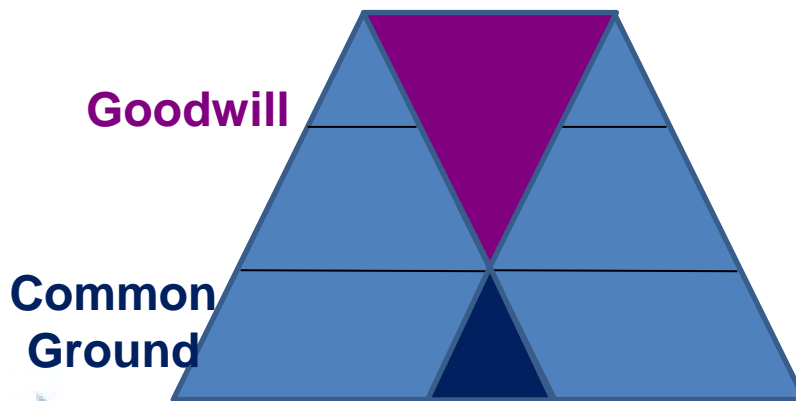
- Citizen juries
- Ballots
- Delegated decision



# Strategy #1 – Engage on Values

Process values  $\longleftrightarrow$  Community values

- Process values are human values
- Understand and validate community values
- Respect for all existing rights - compromise



# Strategy #2 – Be the Dialogue Leader

- Build a comprehensive list of stakeholders
- Include all concerns in dialogue framework
- Treat all concerns as legitimate
- Be pre-emptive on contentious issues



# Strategy #3 – Park the Band Wagon

- Don't license the band wagon driver
- Don't circle the wagons
- Stake out the middle ground (avoid debate)
- Tell people you want to work with them to minimize impacts
- Keep no secrets





# Strategy #4 – Build a Dialogue Foundation of Relationships

- Social capital = licence to operate
- Trust builds social capital
- Trusted relationships as engagement ROI
- Use allies as communication vehicles



# Strategy #5 – Seek Good Hosts

- NIMBYs seek the opportunity to grandstand .... don't give it to them
- Send invitations / materials from hosts
- Invite those impacted
- Leverage relationships to host small-scale discussions
- Get on community agendas (credibility attracts)



# References

- [www.centre4riskman.com](http://www.centre4riskman.com)
- [www.petersandman.com](http://www.petersandman.com)
- [www.bernsteincrisismanagement.com](http://www.bernsteincrisismanagement.com)
  - 10 Steps of Crisis Communications





## **Certificate in Effective Public Participation**

**Planning – 2 days**

**Techniques – 2 days**

**Communications – 1 day**

**Emotion, Outrage and Public Participation – 2 days**

