

Using Stakeholder Networks to Engage the Undecided

Facilitated by:
Aviva Rothman-Shore
& Jasmine Tanguay



NEWEEP Conference
Session VI: Workshop B
June 7th, 2011

Who we are

- The non-profit consulting affiliate of Conservation Law Foundation, a New England environmental advocacy organization
- We work in collaboration with public and private organizations to advance sustainable innovation and bring about positive environmental change



Collaboration with MassCEC

- Facilitated 3 interactive regional conversations with municipal officials & volunteers
 - Theme of “*What will help us make robust decisions about wind power in our communities?*”
- Produced resource guide on land-based wind energy siting for a lay audience
 - How to make sense of information about wind energy
 - Literature review in 5 issue areas
 - Public Engagement in the Siting Process

Land-based Wind Energy:

A Guide to Understanding the Issues and Making Informed Decisions



June 2011

Produced by CLF Ventures, Inc.

In partnership with the Massachusetts Clean Energy Center

Workshop Structure

I. Learning from the CLFV/MassCEC regional meetings

- Meeting goals**
- Using Open Space Technology**
- Content take-aways**

II. Implementing engagement with the undecided majority

Regional Meetings: Process Design

- Approach: “Open Space Technology”
 - A highly democratic and self-managing meeting methodology
- Structure
 - Focusing statement
 - Participant-generated discussion topics
 - “Law of two feet”
 - Wrap-up session for synthesis and reflection

Regional Meetings: Goals

- For Participants
 - Identify, explore, and address important wind siting issues
 - Document the themes, priorities and ideas generated in notes and next steps
 - Offer peer-to-peer experience sharing
 - Start network of peer resources on wind siting
- For MassCEC
 - Generate information about how to prioritize its resources for the most impact.

Regional Meetings: Content Take-Aways

Cape and Islands	Western MA	North Shore
Need to balance local control with regional and state coordination	Need to balance local control with State's role	Regional coordination on implementation (e.g., regional utility)
Need for better local and regional collaboration and communication	Important role for regional planning agencies	Would help to have a repository of information and experiences (model bylaws, etc.)
State could help by commissioning neutral studies	Need for more information	Explore opportunities for small-scale wind

Workshop Structure

I. Learning from the CLFV/MassCEC regional meetings

- Meeting goals
- Using Open Space Technology
- Content take-aways

II. Interactive session: Implementing engagement with the undecided majority

Pre-conference Survey Question:

How should project developers and public leaders engage the undecided majority who typically exist in early stages of a siting process and are often key in determining the success of the initiative?

The Undecided Majority

- Great Lakes Regional Meeting of the Wind Powering America Workshops (Early 2011) identified three groups in a typical wind siting situation:
 1. *Supporters are those who are either generally open to or in favor of wind power or a particular wind project.*
 2. ***The undecided are those wondering “what’s in it for me?”*** .
 3. *Detractors are those who don’t see anything positive for them in the project and believe there should be.*
- “The proportion of the population in each category can be illustrated using a standard bell curve where the Y-axis is number of people and the X-axis is acceptance level. Audience groups #1 and #3 occupy the tails of the bell curve while **group #2 occupies the middle and majority of the area under the curve.**”

The “Guardian” Majority

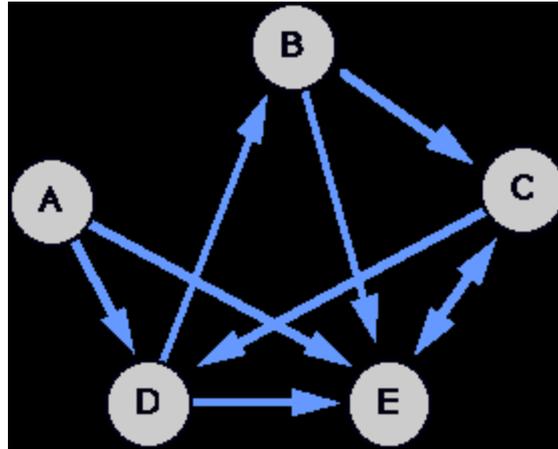
- “Every siting effort starts with a small percentage of people who favor whatever is being proposed, probably less than 10%.”
- “...an equally small percentage of people usually start out opposed”
- “...the vast majority -- 60%-65% -- fall into a category called "Guardians." **It's what this middle group does that leads to most facility siting controversies.**”

--Susskind 2010



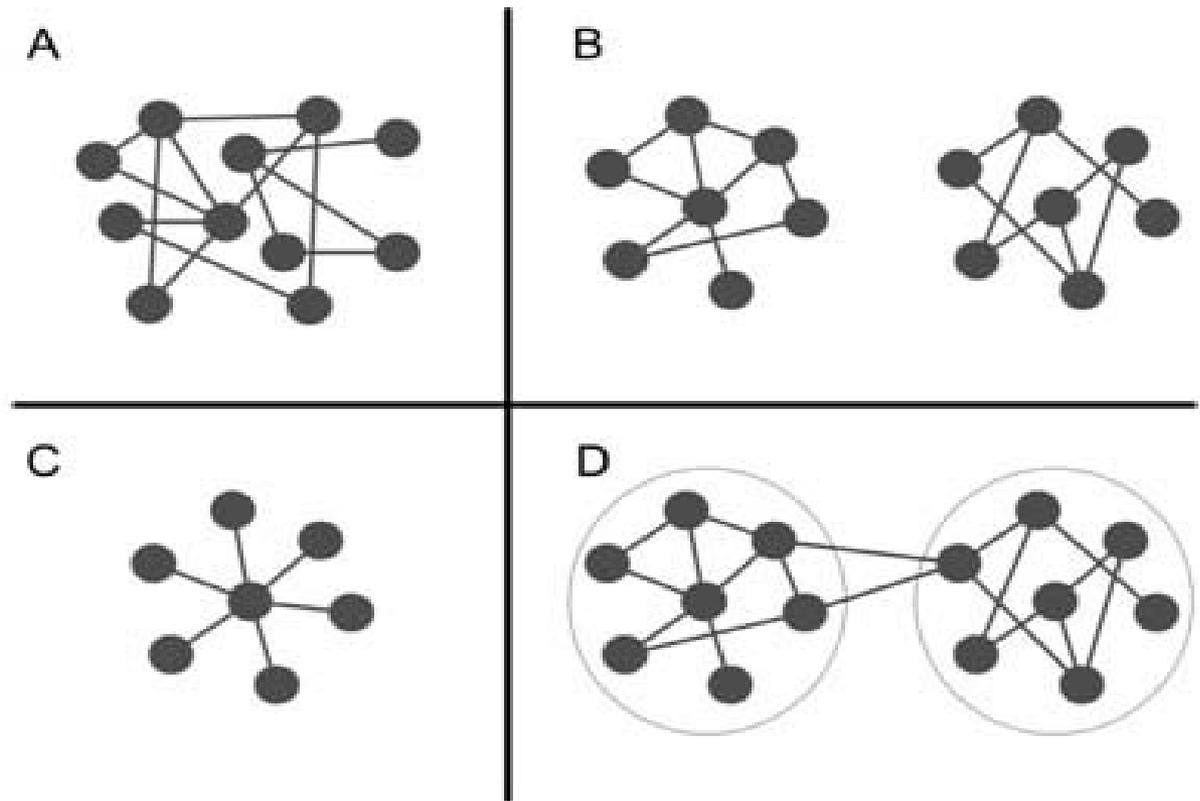


Stakeholder Networks



- Stakeholder: A person with an interest or concern in something
- Network: An interconnected system of things or people

Network types



- (A) represents a network without any clearly distinguishable subgroups (high cohesiveness),
- (B) is divided in two isolated subgroups.
- (C) represents a highly centralized network
- (D) presents a network with two distinguishable groups interconnected via two bridging ties.

Using Stakeholder Networks

- How would you use stakeholder networks to implement these ideas?
 - Think about your own networks
 - Who are influencers/trusted sources?
- Who are the people who need to be involved?
- What is the best way to reach them? Who is the best person to reach them?

Implementing Engagement with the Undecided Majority: Breakout Groups based on Survey Responses

1. Large group open dialogue
2. Small group or individual conversations
3. Presentation of facts/information (live or through media)
4. Trips and case studies

Thank you!

- For more information, contact:

Aviva Rothman-Shore
Arothman-shore@clf.org

or

Jasmine Tanguay
jtanguay@clf.org

- To access the resource guide

*Land-based Wind Energy:
A Guide to Understanding the Issues &
Making Informed Decisions*

visit:

www.clfventures.org/docs/wind_guide.pdf



Additional slides



Engaging the Undecided: Advice from Great Lakes WPA meeting

1. Answer the question “what’s in it for me?” to move the undecided to supporters. Once successful, apply strategies above to maintain support.
2. Approach this group early and maintain contact (get in early and stay). A consistent presence through a “drip campaign” (website, landowner groups) is important.
3. Rely on trusted third parties to generate and deliver information. Best sources of information include WPA education infrastructure, the local university, peer reviewed information, and best practices.
4. Be honest and transparent and have an open-door policy. Recognizing legitimate concerns is important (i.e. don’t claim wind turbines are quiet).

Engaging the Undecided: Advice from Great Lakes WPA meeting (cont'd)

5. Take people on tours to wind farms for experiential learning.
6. Invest in surveys during planning to understand the local sentiment and germinating concerns in order to best provide information to the undecided.
7. Undertake a broad and strategic communication effort, leveraging information distribution opportunities. This could include social media if dialogue can be guided or moderated.
8. Encourage the use of novel leasing mechanisms (i.e., pooling) and pursue full or at least partial disclosure of lease agreements.