PolyU Green Deck: A Catalyst for a Green and Vibrant Community
WSBE17 Hong Kong **6 June 2017**

Proposed Green Deck Project: A Framework for Engaging Stakeholders

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Background

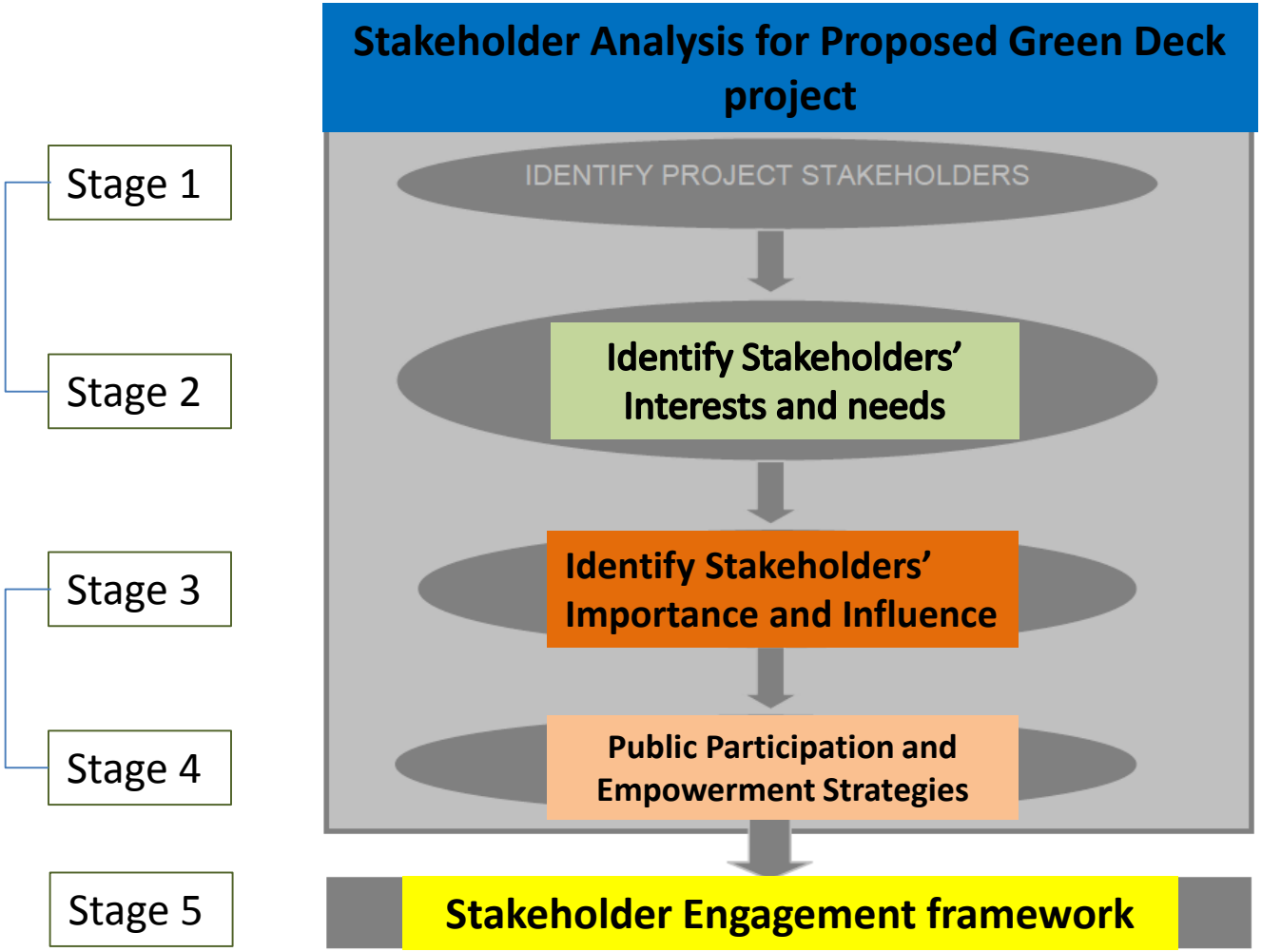
- The Green Deck project proposal is the first of its kind that has no specific client is available
- a tremendous challenge to develop a design brief for the project.
- involved community participation of the general public at the very early planning stage.

Aim

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

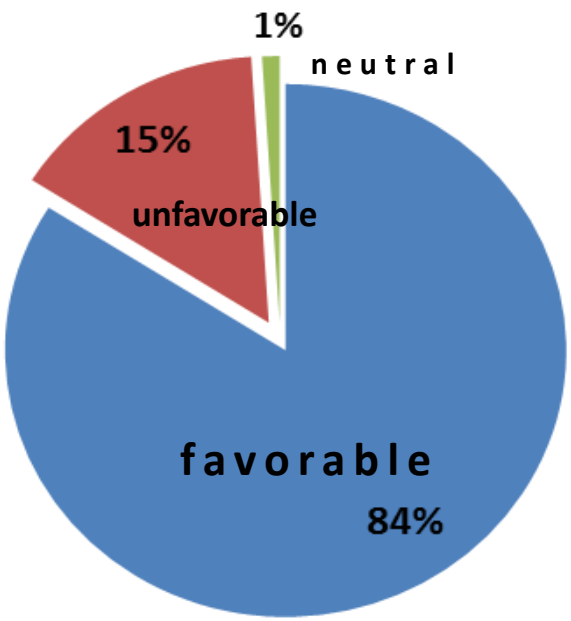
- Formulate a framework for stakeholders engagement

Methodology



Results

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

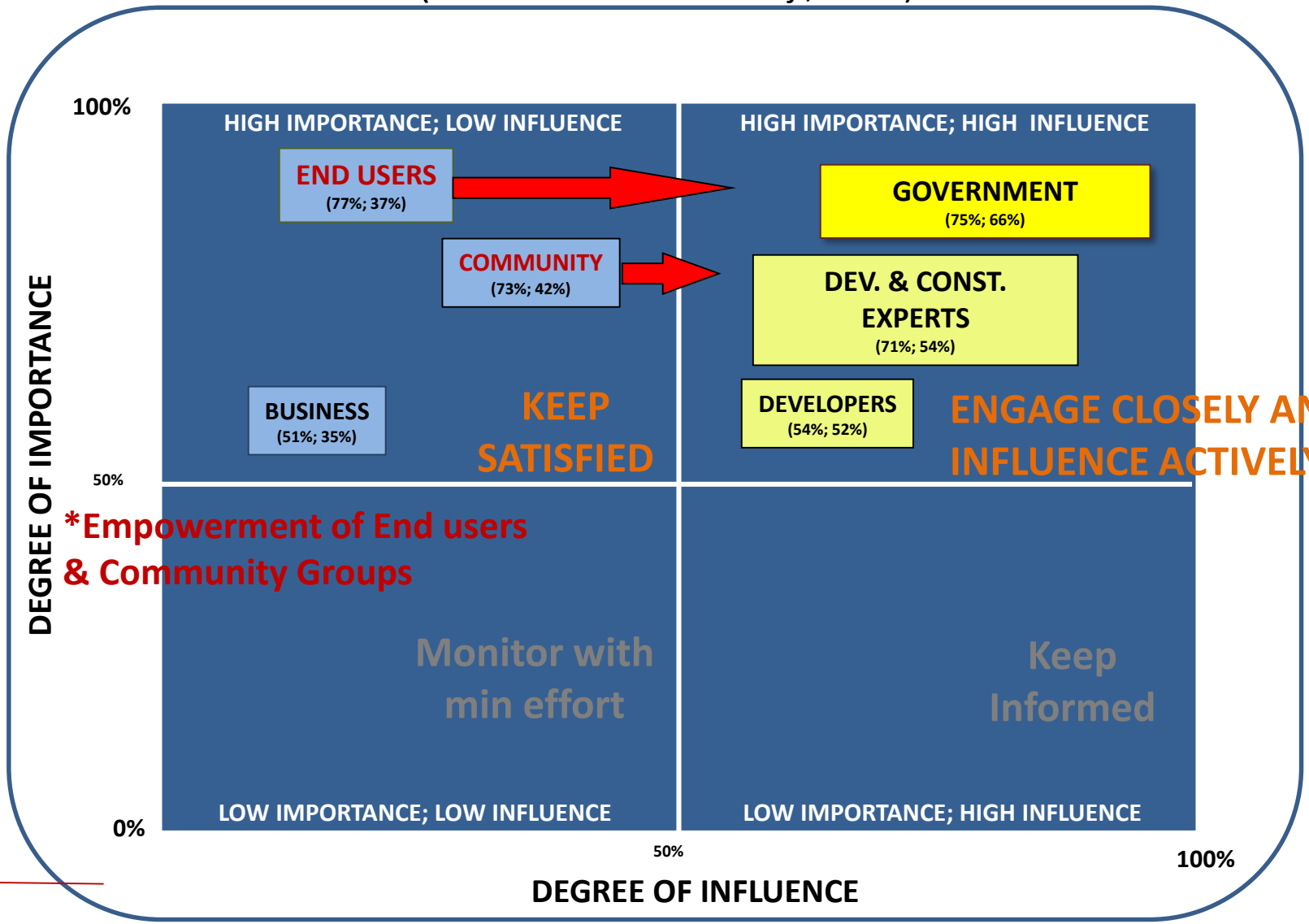
Unfavorable aspects:

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

Results

Stage 3: Stakeholders' Importance and Influence Matrix Analysis

(Tabbush & Ambrose-Oji, 2011)

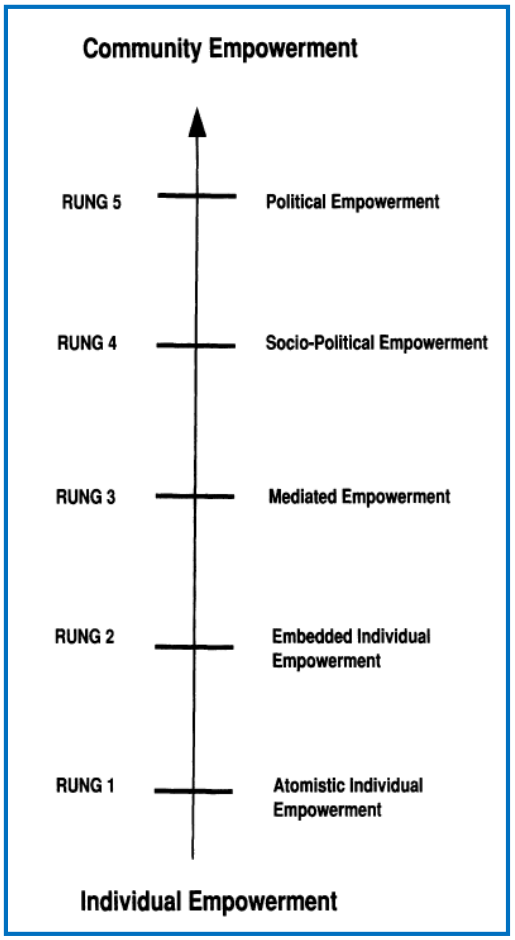


How to mobilize these stakeholder groups to the 'high importance/high influence quadrant?

- Empowerment of end users & community groups through participation

Citizen Control	These two highest levels allow the have-nots to have major decision-making or full managerial power.
Delegated Power	
Partnership	Allows the have-nots to negotiate and engage in trade-offs with traditional power holders.
Placation	Ground rules allow the have-nots to advise, but retain for the powerholders the continued right to decide.
Consultation	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".
Informing	
Therapy	Real objective is not to enable people to participate in planning or conducting programmes, but to enable powerholders to "educate" and "cure" the participants.

Ladder of Citizen Participation
(Arnstein, 1969)



Ladder of Empowerment
(Rocha, 1997)

STRATEGIES/ LEVEL OF ENGAGEMENT	ENGAGEMENT TOOLS	STAKEHOLDERS' ROLES	STAKEHOLDERS INVOLVED
NOTIFY (Therapy) INFORMATION MADE AVAILABLE	• ADS AND PROMO, • ART AND CRAFT FAIR, • INTERNET AND MOBILE APPS	• Stakeholders as passive recipients of un-contextualised information • Dialogue is not necessary	• All Identified Stakeholders
INFORM Stakeholders are made aware of their rights and ways of participating in the project.	• ADS AND PROMO, • ART AND CRAFT FAIR, • INTERNET AND MOBILE APPS • ORGANIZE PUBLICITY ACTIVITIES FOR ALL AGES • LECTURES, SEMINARS, EXHIBITIONS	• Stakeholders as passive recipients of broadly contextualised information • Dialogue is welcome but not explicitly invited	• All Identified Stakeholders
CONSULT Stakeholders receives full feedback on decisions taken	• COMMENT/ OPINION POLLS • FOCUS GROUPS • CONSULTATION WORKSHOPS • QUESTIONNAIRES/ INTERVIEWS	• Stakeholders as respondents • Designated consultation space/ time in meetings • Dialogue is sometimes expected	• End Users • Community • Dev. & Const. Experts • Developers • Business
INVOLVE (Placation) Stakeholders are involved throughout the decision making, has input	• WORKSHOPS • VOTING • PUBLIC CONSULTATION AND FORUM • EXPERTS AND PUBLIC OPINIONS • CHARITY WALK, MARCH	• Stakeholders as project team members • Participation in skills training	• End Users • Community • Dev. & Const. Experts • Developers • Business
COLLABORATE (Partnership) decision making processes are undertaken in partnership with stakeholders	• DESIGN COMPETITIONS • TASK FORCES • MANAGEMENT COMMITTEES	• Stakeholders as collaborators/partners • Stakeholder on management committees/ taskforces • Stakeholder shaped policy making	• All Identified Stakeholders
EMPOWER (Delegated power) Stakeholder owned, decided	• SOCIAL ART PROGRAM • COMMUNITY OWNERSHIP PROGRAM • MANAGEMENT PROGRAMS	• Stakeholders as designers, partners • Distributed decision making • Stakeholder ownership of resources, etc.	• All Identified Stakeholders

Results

ROUNDTABLE MEETING (gov. officials, NGOs, Professionals)

IDENTIFIED KEY ISSUES

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).

5. Operations, Management and Maintenance of the Green Deck.

Thank You

Welcome for discussion