

Building Consensus for Better Water Quality Outcomes

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National 303d and TMDL webinar series

Sept. 8, 2016

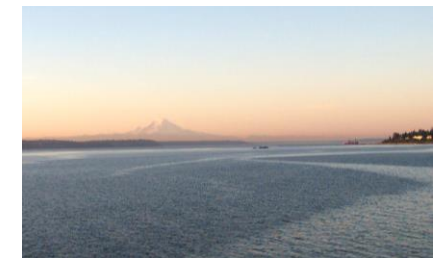
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Prepared by Frank Dukes, Ph.D. Institute for
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What We Will Cover Today

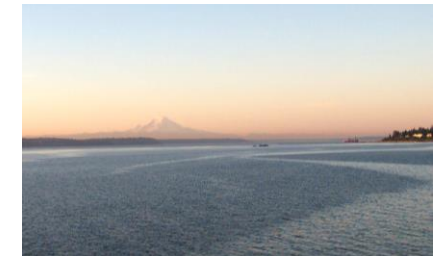
- Challenges and rewards of engaging stakeholders
- Introduction to collaboration and consensus building
- How *not* to build consensus – what I've learned from my and others' mistakes
- Core values of public participation (IAP2) and why they are important
- A structure for authentic, effective engagement using 3 case examples





Challenges and Rewards of Engaging Stakeholders

- *What are the types of challenges you have faced, or are facing now, related to stakeholder engagement?*



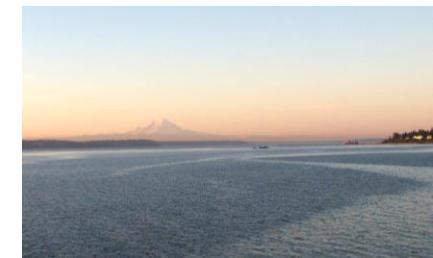
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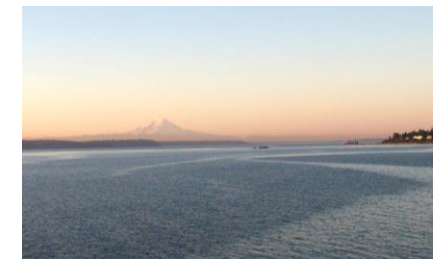


Your Biggest Challenges?

- Angry public
- Apathy - underwhelming attendance at public meetings
- Varying levels of knowledge within the public
- Public focus on unrelated or non-germane issues
- Time and energy drain
- Too many regulations formalizing involvement, too little guidance and support for authentic engagement



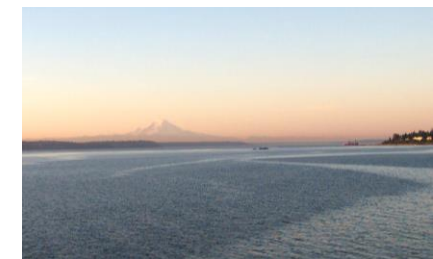
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Challenges and Rewards of Engaging Stakeholders

What are the types of rewards you have experienced related to stakeholder engagement?

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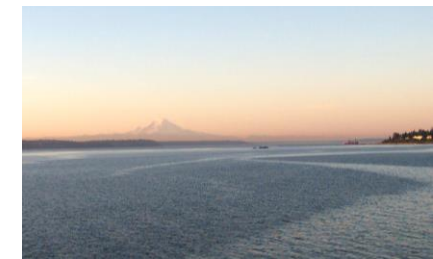


Your Biggest Rewards?

- Creative, legitimate and enduring outcomes.
- Political, economic or social feasibility.
- Learning and change among participants.
- New personal and working relationships.
- Social and political capital.
- Shared information and analyses that all understand and accept.
- Second order effects: changes in behaviors and actions, spin-off partnerships and collaborative activities, new practices or even new institutions

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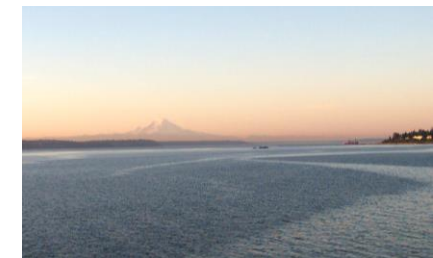


Innes & Booher:

Problems with Public Participation

... these methods have an almost sacred quality to them, and they stay in place despite all that everyone knows is wrong with them.

- Legally required methods of public participation ... do not work.
- They do not achieve genuine participation;
- They do not satisfy members of the public that they are being heard;
- They seldom can be said to improve the decisions that agencies and public officials make; and
- They do not incorporate a broad spectrum of the public.

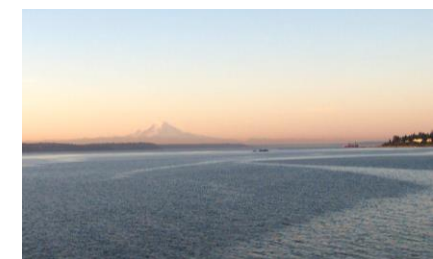


Innes & Booher:

Problems with Public Participation

... these methods have an almost sacred quality to them, and they stay in place despite all that everyone knows is wrong with them.

- Worse yet, these methods often antagonize the members of the public who do try to work with them.
- The methods often pit citizens against each other, as they feel compelled to speak of the issues in polarizing terms to get their points across.
- This pattern makes it even more difficult for decision makers to sort through what they hear, much less to make a choice using public input.



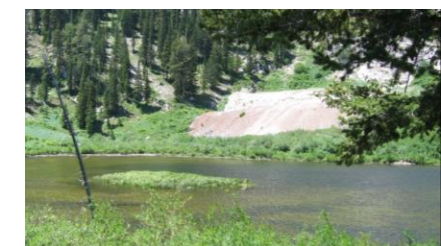
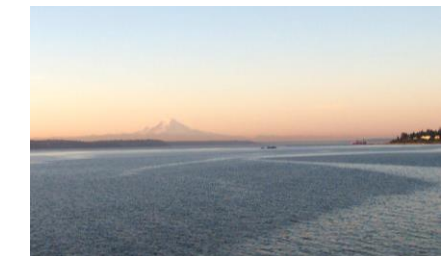
*What if you held a meeting
and nobody showed up?
Or, why do people not participate?*

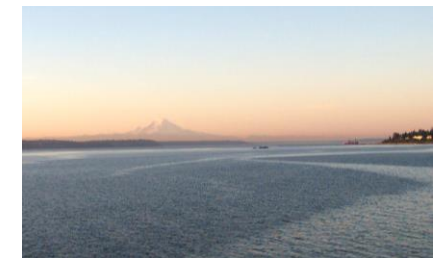
- They do not feel themselves valued
- They do not think that their ideas and concerns will make a difference
- They are intimidated, fearful of, or suspicious of how public meetings and hearings work
- They have made substantial efforts in the past to get involved only to see those efforts rebuffed



How not to build consensus

- Limit the flow of information
- Begin with a proposed solution or potential solutions, limit options
- Constrain participation
- (De)-Personalize opposition
- Limit your expectations that engagement can contribute anything
- Make this business as usual





How to make public involvement work better?

Reconceive *Community Involvement* as
Collaboration and Consensus Building

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How to make public involvement work better?

.....governance is no longer only about government but now involves fluid action and power distributed widely in society. (Innes and Booher)

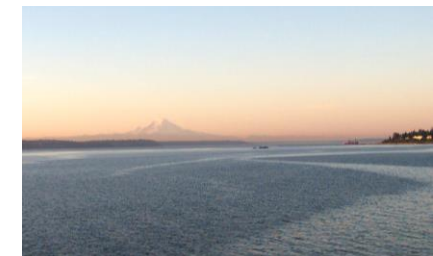
.....participation should be seen as a multi-way interaction in which citizens and other players work and talk in formal and informal ways to influence action in the public arena before it is virtually a foregone conclusion.



...participation must be collaborative and it should incorporate not only citizens, but also organized interests, profit-making and non-profit organizations, planners and public administrators in a common framework where all are interacting and influencing one another...



This is not one-way communication from citizens to government or government to citizens. It is a multi-dimensional model where communication, learning and action are joined together and where the polity, interests and citizenry co-evolve. (Innes & Booher)



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International Association
for Public Participation

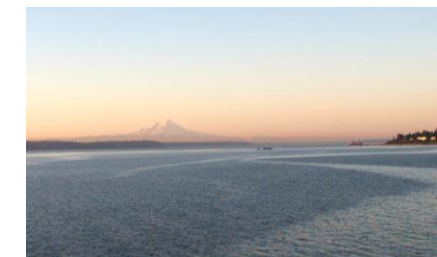
IAP2 Core Values of Public Participation

As an international leader in public participation, IAP2 has developed the “IAP2 Core Values for Public Participation” for use in the development and implementation of public participation processes. These core values were developed over a two year period with broad international input to identify those aspects of public participation which cross national, cultural, and religious boundaries. The purpose of these core values is to help make better decisions which reflect the interests and concerns of potentially affected people and entities.

Core Values for the Practice of Public Participation

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public’s contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

For more information, visit the IAP2 Web site at www.iap2.org.





IAP2 Spectrum of Public Participation



International Association
for Public Participation



Public participation goal

Inform

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.

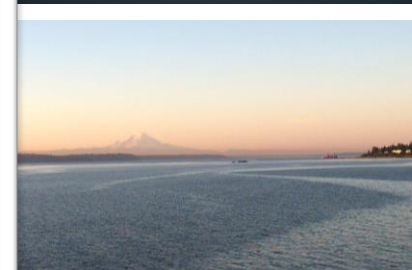
We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

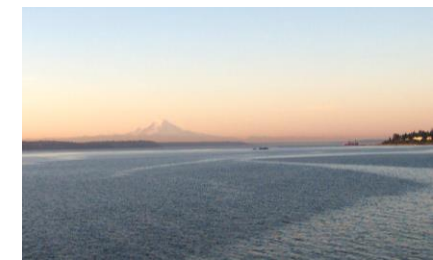
We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

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



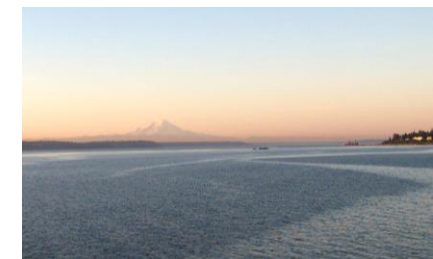


Defining Collaboration

- **Barbara Gray:** *Joint ownership of decisions, and collective responsibility for achieving the jointly agreed to objectives.*
- **Scott London:** *...collaboration is a process of shared decision-making in which all the parties with a stake in a problem constructively explore their differences and develop a joint strategy for action.*
- **Judith Innes and David Booher:** *These collaborative processes, engaging public and private sector players representing many interests working on tasks that are about public welfare, have become part of an emerging governance system. This system ... is linked in varying ways to formal government, and engages stakeholders who are typically outsiders to public choices.*

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Characteristics of Collaborative Consensus-building

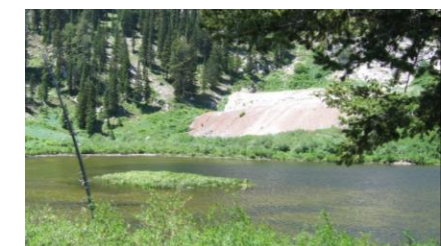
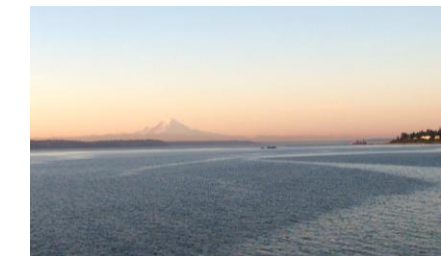
- *Direct, face-to-face discussions*
- Deliberation intended to enhance participants' mutual education and understanding
- *Transparency and inclusion*
- Adaptability of the process to participant needs
- *Consensus – not majority vote - as the basis for decisions*
- These processes may include a third-party mediator or facilitator

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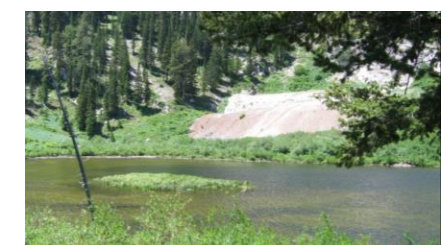
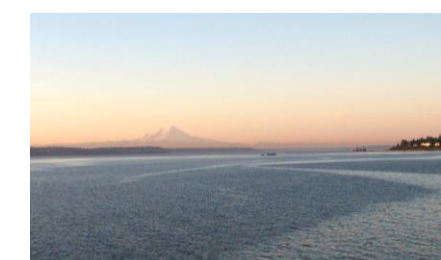
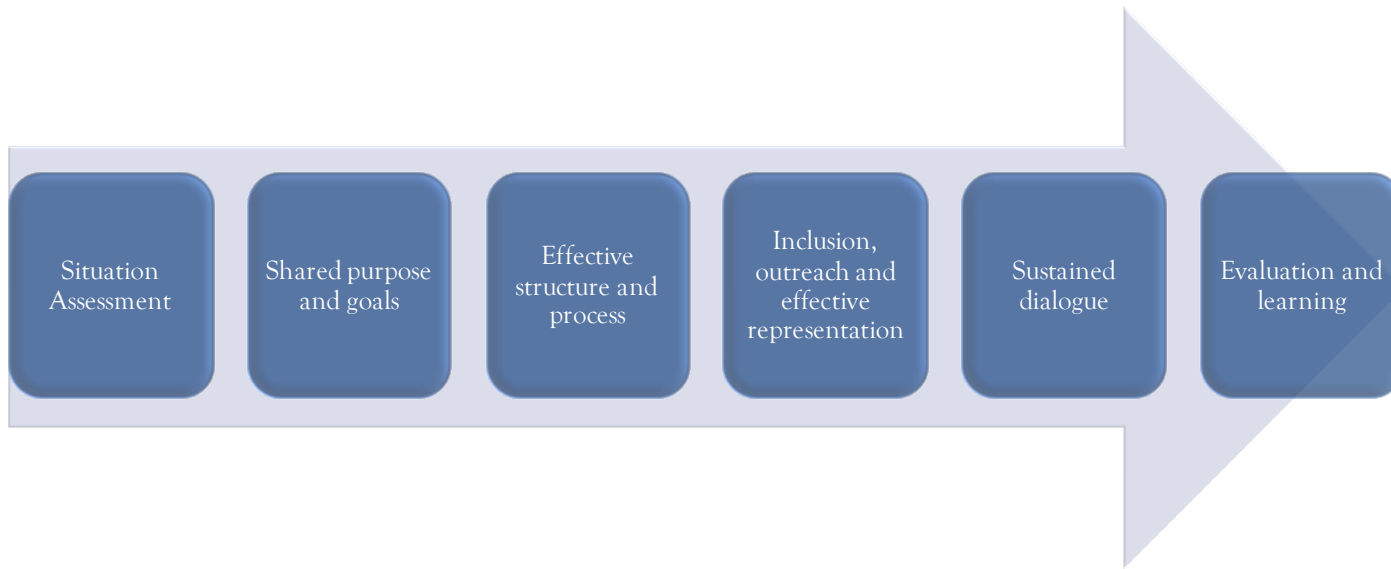
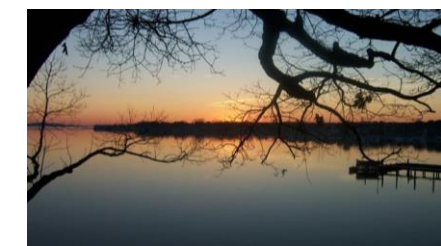
A Framework Building Consensus for Better Outcomes

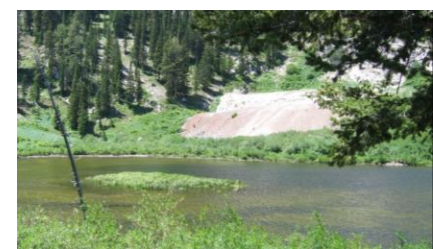
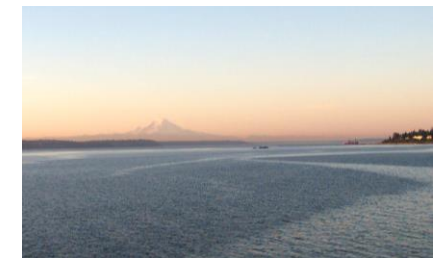
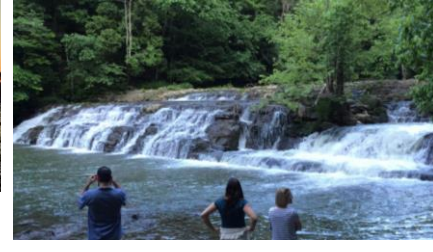
- 1) A situation assessment
- 2) Shared purpose and goals
- 3) Effective structure and process
- 4) Inclusion, outreach and effective representation
- 5) Sustained dialogue
- 6) Evaluation and learning



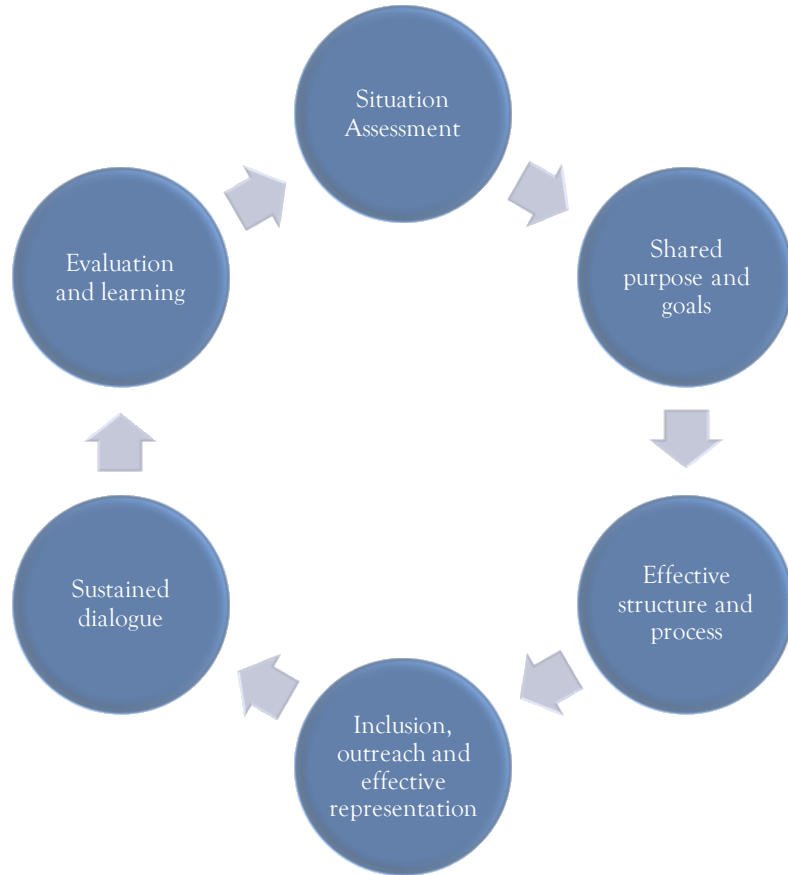


A Framework Building Consensus for Better Outcomes





A Framework Building Consensus for Better Outcomes

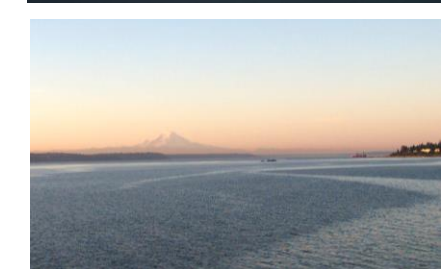


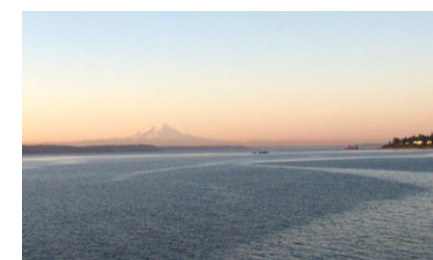
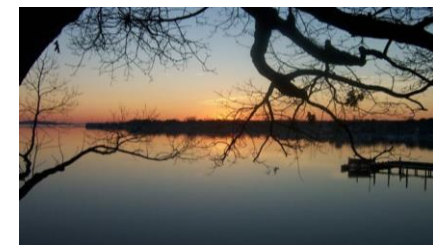
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Three Cases

- Elizabeth River (Money Point)
- Dan River (Duke Energy coal ash release)
- Clinch River





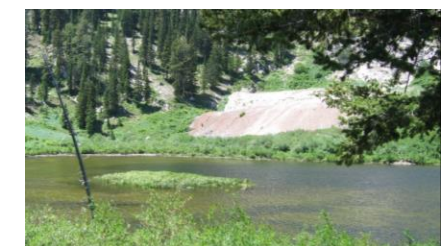
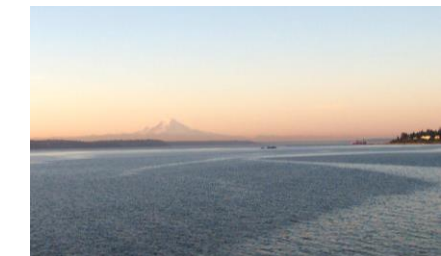
Situation Assessment

- In situations involving complexity and conflict it is good practice to conduct an assessment of community and stakeholders concerns, needs, and interests before proceeding.
- Good practice allows for flexibility in planning how such assessments will be conducted.
- The flexibility to follow leads offered by individual parties allows for a more accurate understanding of the situation and a better relationship with those parties.



Elizabeth River Situation Assessment

- Elizabeth River (Money Point)
- EPA brownfield funding
- Develop questions with Elizabeth River Project
- Partnered with community organization to go door-to-door
- Invited interviewees to suggest others
- Key question: how to shape the Money Point Revitalization process





Elizabeth River Situation Assessment

Interview Protocol

NOTE: These questions served as the basis for interviews. However, each interview was conducted according to what was appropriate for a particular interviewee.

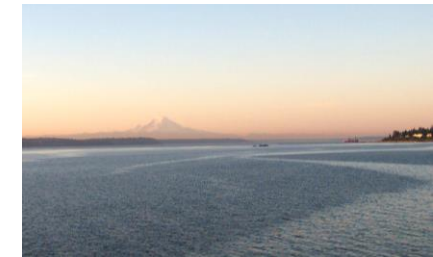
Interviewer name and affiliation.

Why we are doing this (remediation and redevelopment project);

Product: a written assessment and recommendations for a process intended to develop authentic community involvement and legitimacy for remediation and revitalization of the area.

Offer of confidentiality

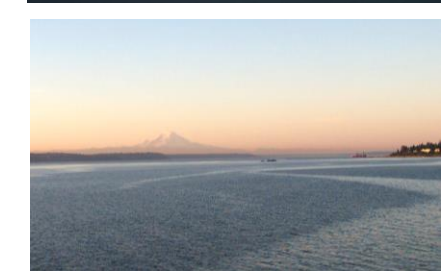
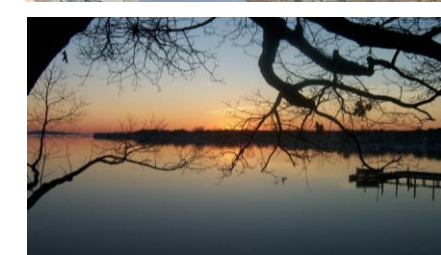
- *What do you know about Money Point? What has been your relationship to the area*
- *What are its worst problems and biggest challenges?*
- *What are its greatest assets and opportunities?*
- *etc.*





Dan River Situation Assessment

- Dan River (coal ash release)
- Duke Energy funding
- Develop questions with Duke Energy
- Partnered with local extension specialist
- Invited interviewees to suggest others
- Key question: should IEN work with Duke Energy and community to convene a stakeholder group?





Dan River Situation Assessment

Interview Protocol

The purpose of the assessment.

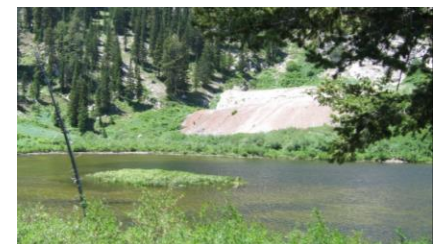
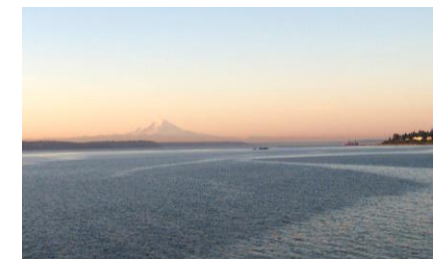
What we will do with the interview

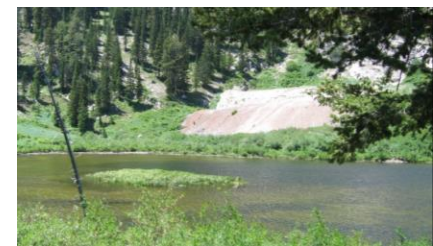
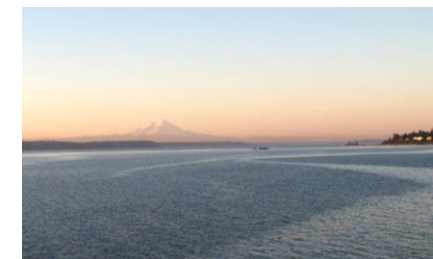
The goals for the interview, including how the interviews will be used.

Offer of confidentiality

NOTE: These questions served as the basis for interviews. However, each interview was conducted according to what was appropriate for a particular interviewee.

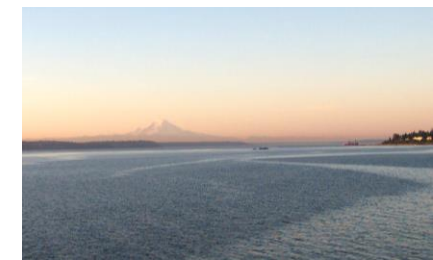
- *In what ways do you connect to the river (property, business use, recreation, etc.)?*
- *Can you tell us about the ash release, and whether and how it affected you and your community?*
- *How well do you feel you have been informed of the ash release and subsequent ash recovery efforts? What questions do you have about what happened? What concerns do you have?*
- *Etc.*





Clinch River Situation Assessment

- Longer assessment – greater need to build legitimacy for third-party role
- Combined in-person visits and calls, class interviews, group discussions in educational programs
- Key question: would the region find value in IEN bringing together stakeholders?



Clinch River Situation Assessment

We are conducting the interviews to learn more about stakeholder's hope, ideas and concerns for the Clinch River strategic planning effort. Each interview began first with an introduction to the project, and then was followed by several interview questions.

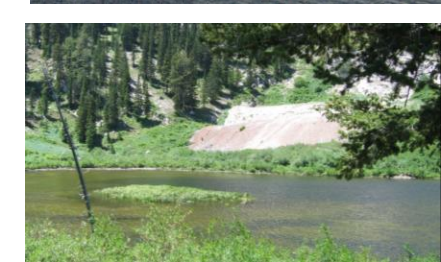
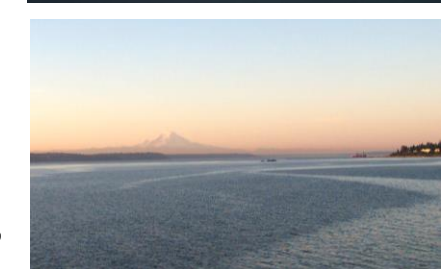
Key Themes:

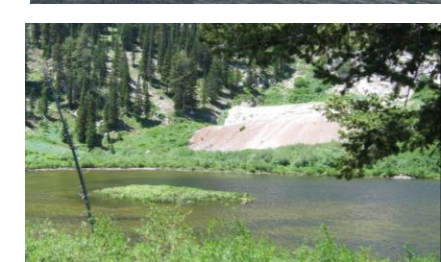
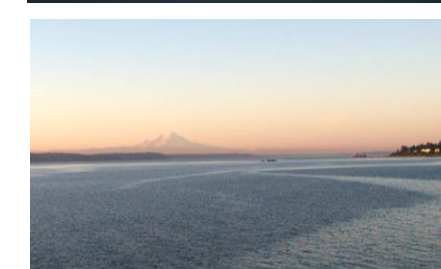
- Assets and Strengths of the Clinch
- Challenges
- The Future of Coal and Gas in the Region
- Ideas for Economic Diversification
- Resources for Clinch River Effort
- Successful Initiatives



Shared Purpose & Goals

- The effort must be driven by a well-defined purpose that is real, practical and shared by the group.
- The convener's purpose and goals need to be offered up front, while recognizing that group members will have additional goals as well.





Shared purpose and goals – Elizabeth River

- *Elizabeth River Project's initial goal as convener:*
“Develop a widely shared vision detailed within a corridor revitalization plan that will lead to the remediation of offshore sediment contamination and prevent further contamination from the uplands at Money Point.”



Final Goals – Elizabeth River

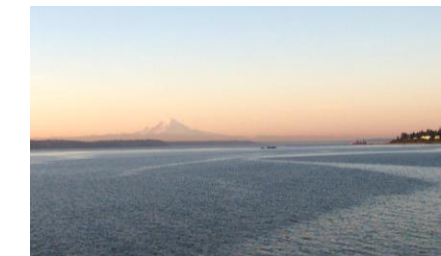
Goal 1: Clean up one of the most polluted spots on the Chesapeake Bay -- the river bottom at Money Point.

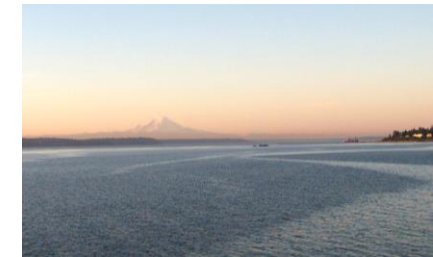
Goal 2: Prevent upland pollution from entering the river at Money Point, improving and maintaining water quality.

Goal 3: Enhance community quality of life at Money Point and promote the co-existence of industrial, community and ecological health.

Goal 4: Establish environmental stewardship as the industrial ethic at Money Point primarily through the River Stars program.

Goal 5: Create an integrated network of habitat for wildlife through restoring and conserving wetlands, vegetated buffers, shellfish beds and urban forests.

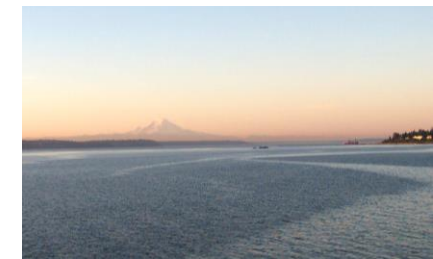




Shared purpose and goals – Dan River

Duke Energy's broad goals for the community stakeholder process included:

- 1) Fully engage diverse community stakeholders to understand their needs, concerns, and interests related to the Dan River coal ash release, through a participatory process that is transparent, independently facilitated, and legitimate in community stakeholders' eyes.
- 2) Seek authentic, broad-based community consensus for actions that Duke Energy may take to address these needs, concerns, and interests.
- 3) Establish strong long-term, positive relationships with affected communities that outlive the incident.



Stakeholder purpose and goals – Dan River

The Stakeholder Team members were invited to offer their own vision and goals at the initial Task Force meeting. They had many, which could be broken into four categories:

Process

Knowledge

Future Action and Prevention

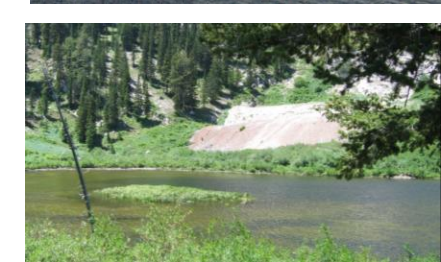
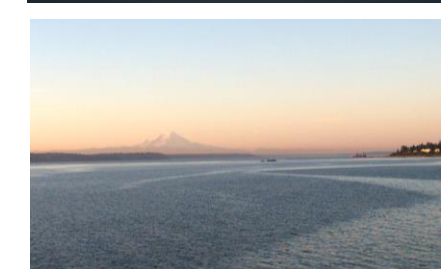
Reputation

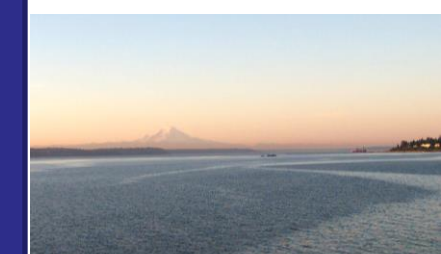


Stakeholder purpose and goals – Dan River

Process

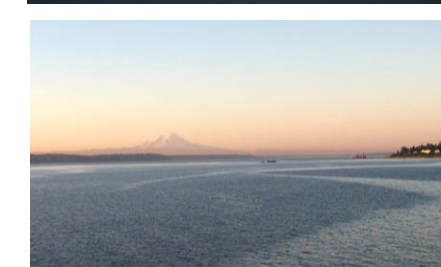
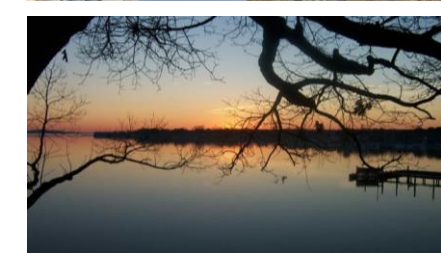
- To come up with a process that could help other communities if they have to go through a similar experience.
 - To take a broader look at the impact, potentially inclusive of other areas.
- To make sure that certain people can hear and are being heard, especially those who are not often represented or given a voice.





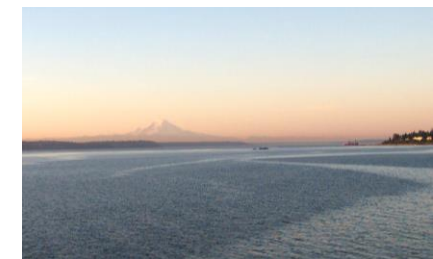
Knowledge

- To know the facts about the impact on the river. Clarify information that has been muddied by media, politicians, and others who are promoting their own self-interests. Members need to know the facts so they can fight false information with reality.
- To know the facts about the state of the river even if it is negative, so that they can feel comfortable with what their interaction with the River should be, and if there are areas that are unsafe that they be more clearly defined and communicated.
- To find out the impact on all fish in the river so the public knows if they are safe for consumption.
- To understand what exactly led to this release and how the system failed, especially to ensure that this does not happen again.
- To implement a way to make sure that relevant information is shared with everyone and everyone knows what is available and where to find it.
- To ensure that the public has access to this information as well.
- To learn more about the remaining coal ash deposits.
- To review any new potential deposit sites that the team would like to have tested or removed.
- To consider data about economic impacts from the release.



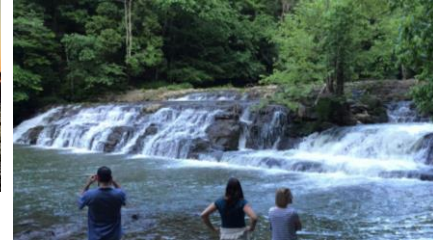
Future Action and Prevention

- To take advantage of this opportunity and to find and communicate good lessons learned as a result of it.
- To offer a plan to help prevent this type of occurrence from happening elsewhere in the future.
- To look at the permitting process for things that are to be sited near the river and consider what extra precautions need to be taken so that river quality is maintained. Perhaps, this could then be used as a model for other facilities (e.g., fracking, uranium mining).
- To potentially adjust what baseline testing is done in waterways nationwide to give adequate data for comparison in the event of a future environmental catastrophic event.
- To create a template that makes other places more ready for something like this to happen.
- To redirect the city (of Danville) towards the river, through river access upkeep, building orientation, and so forth.
- To explore and address the lack of flow through certain rivers due to use of water in electric generating station cooling water reservoirs.



Reputation

- To learn how the area can restore its reputation to both locals and outsiders. There is a need to change Dan River communities' perception back to seeing the river as an asset. Then, once the area is restored, how can the communities get the word out?
- To develop a marketing plan. To develop attractions that overwhelm the negative impacts.
- To understand and protect agriculture and tourism interests.
- To identify a good, trustworthy, believable spokesperson.
- To find a way to help businesses survive until the area's reputation is repaired. Respond to the immediate economic impact, as long-term reputation fixes will not occur soon enough for businesses that might not be in existence next year.



Stakeholder Criteria – Dan River

Stakeholder Team Criteria for Potential Solutions



Counteract Negative Perceptions



Effectiveness in addressing identified challenges and concerns



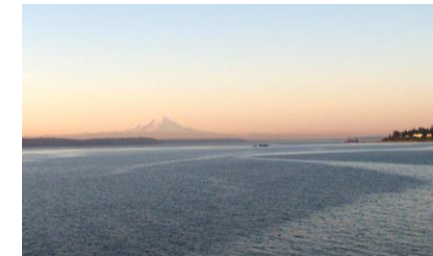
Provide Measurable Results

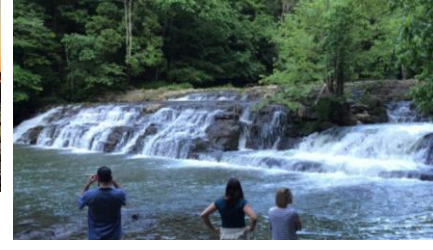


Benefits of suite of solutions are distributed widely through the Basin



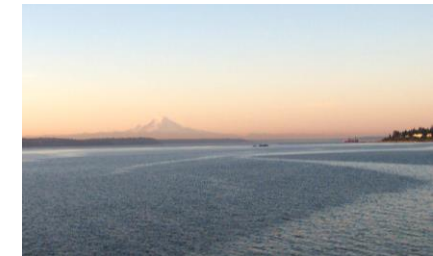
Sustainable





Shared purpose and goals – the Clinch

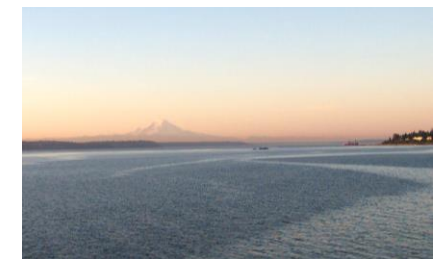
- The initial meeting of some 65 diverse participants invited them to consider their vision and goals.
- Followup conversations resulted in an initial set of goals shared with participants.





Initial purpose and goals – the Clinch

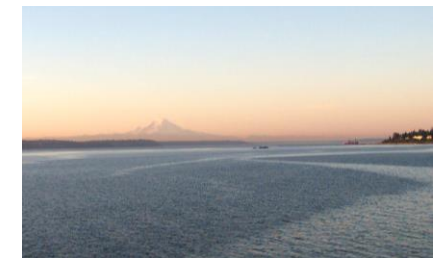
- Connect efforts, people, localities and ideas for increasing the vibrancy of communities along the Clinch River through connecting and building upon downtown revitalization planning and strategic planning for outdoor recreation.
- Catalyze on the strong ecological assets of the Clinch River to build local economies, enhance downtown planning and strengthen outdoor recreation efforts.





Initial purpose and goals – the Clinch

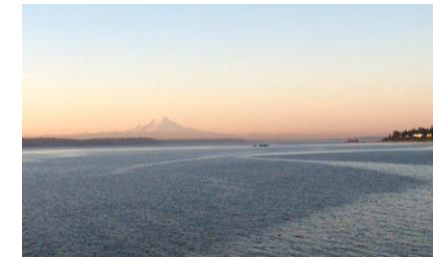
- Identify current opportunities, challenges, gaps and ideas for strengthening the connection between downtown revitalization and enhanced outdoor recreation along the Clinch River.
- Recognize and build upon the unique nature of the Clinch River as a driving force to distinguish southwest Virginia, as the Clinch River contains some of the greatest aquatic biodiversity in the United States.
- Create unique environmental education opportunities for residents and visitors along the Clinch River.





Eventual vision and goals – the Clinch

Vision Statement: By 2020, the Clinch River Valley will be a global destination based on its unique biodiversity, natural beauty, cultural attractions, and outdoor opportunities. This collaboration will bring measurable economic, environmental, and social benefits to the region's communities while protecting the Clinch's globally rare species.

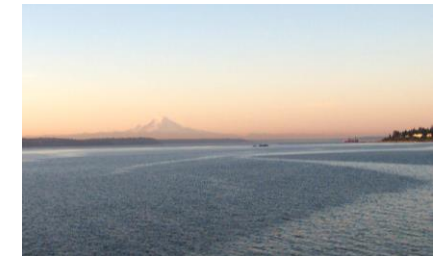


- 1) Develop a Clinch River State Park.
- 2) Develop and integrate access points, trails, and campgrounds along the Clinch River.
- 3) Enhance water quality in the Clinch River.
- 4) Develop and enhance environmental education opportunities for all community members in the Clinch River watershed.
- 5) Connect and Expand Downtown Revitalization, Marketing and Entrepreneurial Development Opportunities in the Clinch River Valley.



Effective structure and process

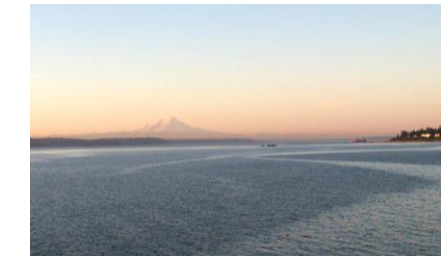
- Any collaborative effort should have well-defined decision rules and process rules that are supported by and, when possible, developed by the members.
- What are member roles, rights and responsibilities?
- How will the process be run?
- How will any decision or recommendations be determined, and how will they be used?
- What happens in the absence of agreement?





Elizabeth River structure and process

- Task Force convened with approximately 80 participants
- 6 whole group meetings conducted over 18 months
- Technical consultants conducted research and interacted with the stakeholders
- Community outreach to targeted groups
- Multiple ad-hoc workgroups focused on actions within the goals of the plan
- Community celebration with release of final Revitalization Plan with 80+ signatories

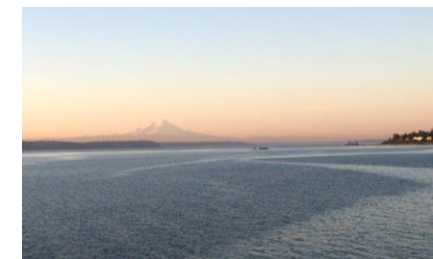


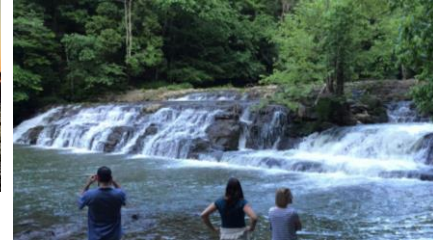


Dan River structure and process

Ideas from the assessment interviews:

- Make sure that all interests are represented, and at the very first meeting ask who is not here who should be, and who else should be talked to.
- Define what “taking responsibility” actually means.
- There has to be a commitment from the institutions that participate in this process to
- Put the health of the region as a priority.
- Talk about the real issues, not just bashing Duke.

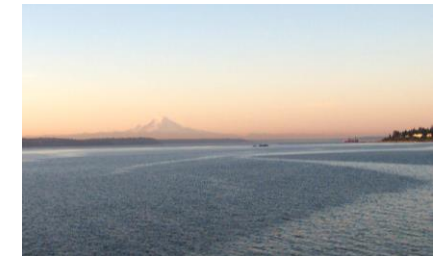




Dan River structure and process

Ideas from the assessment interviews continued:

- This group needs to have tangible deliverables.
- We need a different way to reach the people on the low-socio-economic scale.
- Make this fully transparent.
- I do not have any interest in participating if we are listening to people vent, with flip chart notes, and then nothing comes out of it.
- Get the agencies at the table to provide information.



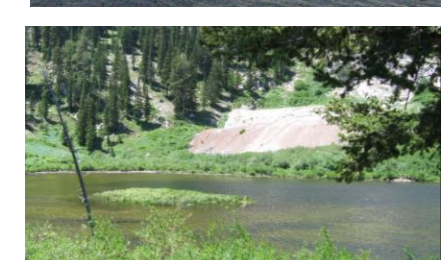
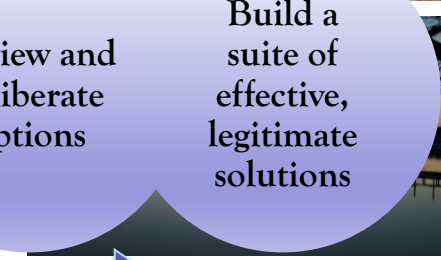
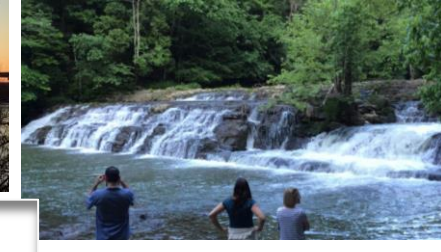
Dan River Basin Community Stakeholder Team Process

Team Charter - Aspirations

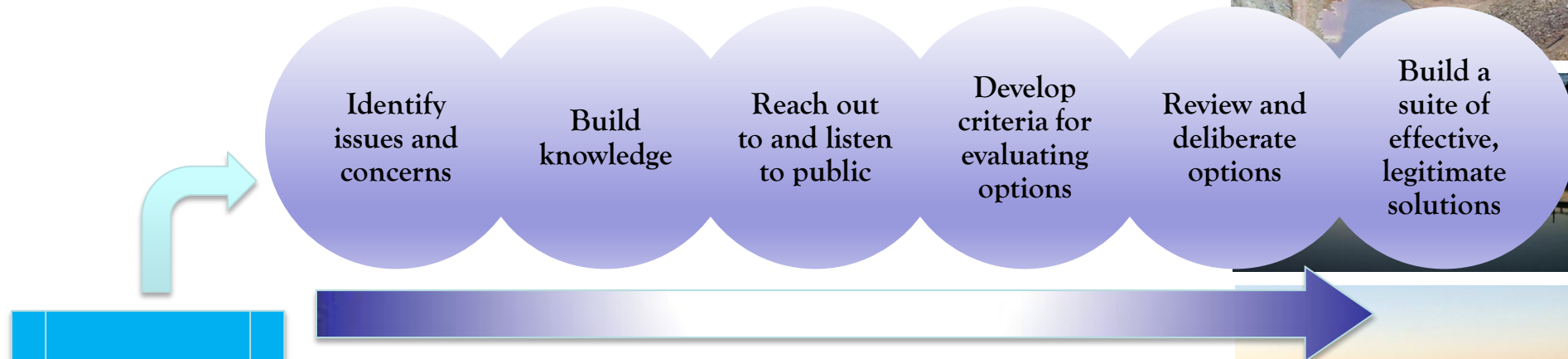
- One of the desired outcomes was the betterment of the region as a whole. Members want to emerge from the meeting with a shared vision. There is a shared goal in that this process can help everyone through the region, though there are different places and ideas. Members should be committed to the end goals of the Stakeholder Team and work through problems to get there.
 - Members should be listened to and views validated.
 - It is important to be respectful during meetings, not interrupting people or speaking over each other.
 - It is important to have the freedom to disagree with one another, yet to do so in a respectful manner.
- It is hoped that this will be a place where people feel comfortable having a conversation and not be at risk for others telling the media or an elected official about something said.
 - The process should be inclusive of people's ideas and involve everyone.
 - The process should be allowed to evolve based upon Team members' goals and interests.
 - There should be no forced expectation of the outcome.
- There is the hope that at the end, a package of solutions will be developed acceptable to all members.

Team Charter - Logistics

- Any background information for a meeting should be provided well before the meeting so that members can spend time reviewing and digesting the material.
 - Rotate meetings to various locations within the Dan River Basin, as opposed to remaining in one location.
- All meeting dates should be identified in advance and there needs to be an overall plan for what needs to be accomplished at each meeting in order to fulfill the Team's goals and objectives by the end of the process.
- Members may choose an alternate to jointly represent their constituency in the event they are unable to attend a meeting. Alternates should be thoroughly informed on the stakeholder process prior to meetings.
- There should be a clear agenda for the overall process and the Stakeholder Team should remain focused. Members are looking for a worthwhile result.



Dan River Basin Community Stakeholder Team Process



Proposed Process

Prepared by Frank Dukes, Ph.D.
Institute for Environmental Negotiation
University of Virginia

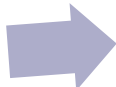


Proposed Process



Pre-meeting

- Conduct community Stakeholder Assessment
- Invite stakeholders, seeking diversity of geography and interests



Meeting 1

- Introduce process.
- Explain project, including Duke Energy goals.
- Hear from NRDAR trustees.
- Begin to identify team member goals.
- Identify information needs.



Meeting 2

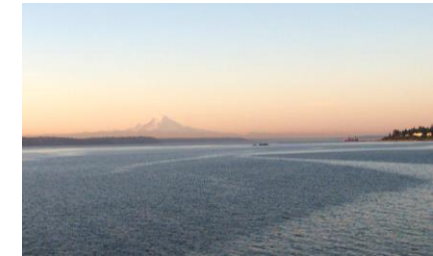
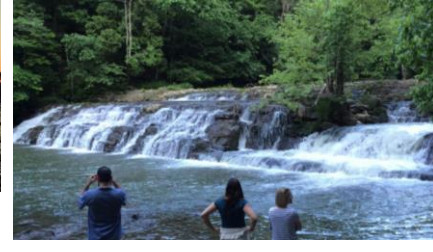
- Finalize group protocols and groundrules. Discuss requested information.
- Using members' goals, begin to identify potential solutions.

Followup to Meeting 1

- Secure requested information.
- Poll members for meeting schedule.
- Provide meeting summary.

Followup to Meeting 2

- Research for additional information and potential solutions.



Proposed Process

Meetings 3-7

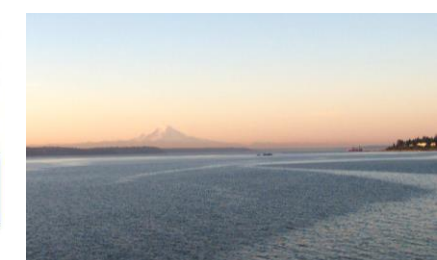
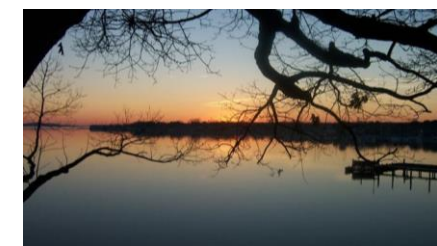
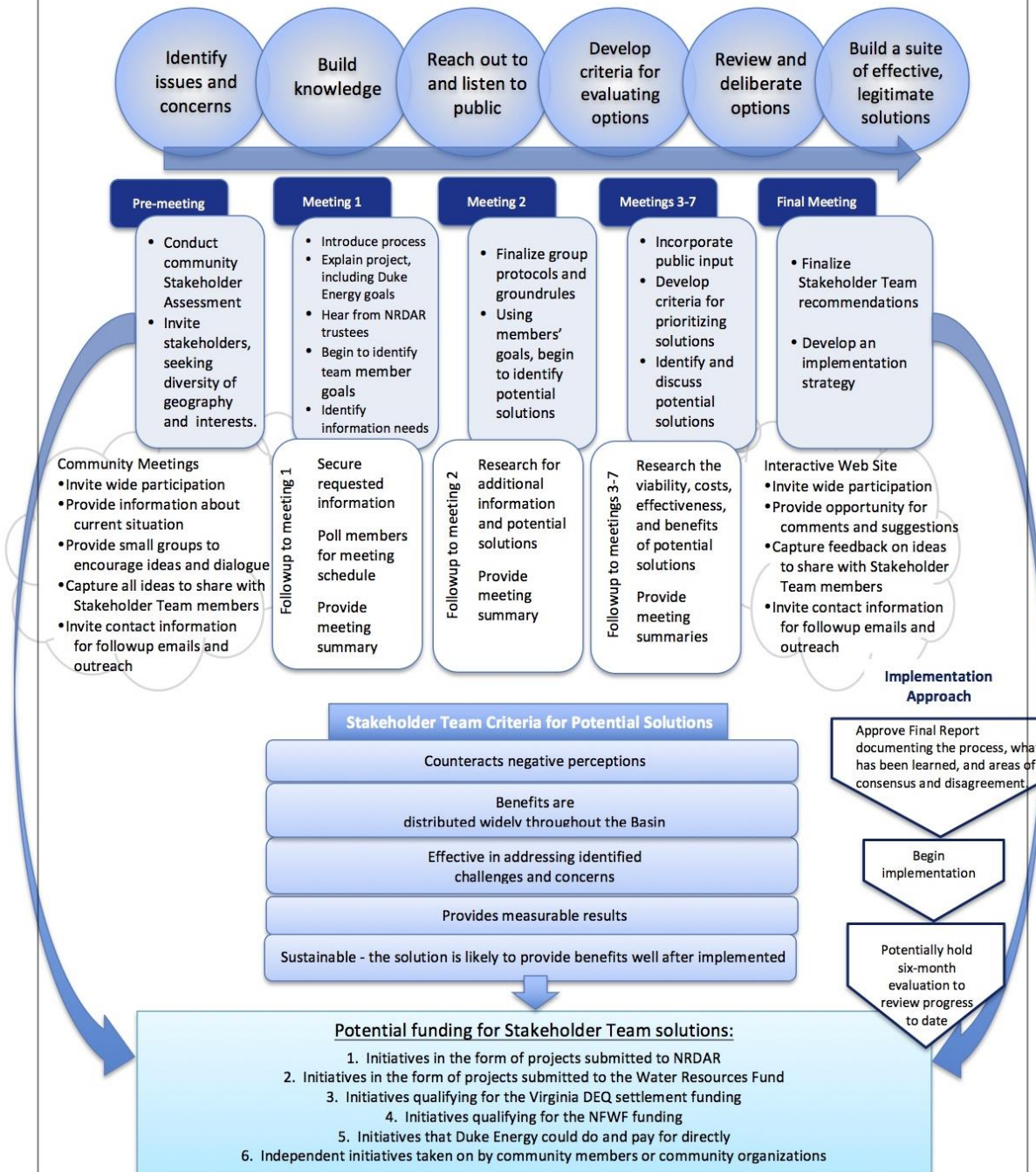
- Incorporate public input.
- Develop criteria for prioritizing solutions.
- Identify and discuss potential solutions.

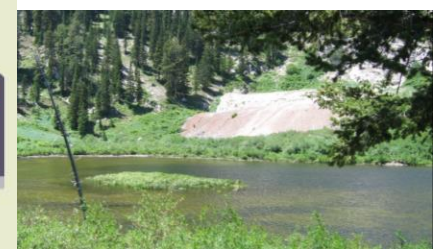
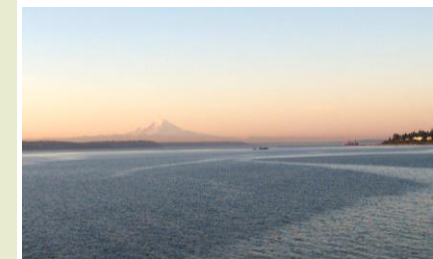
Final Meeting

- Finalize Stakeholder Team recommendations.
- Develop an implementation strategy.

Followup to Meetings 3-7
 Research the viability, costs, effectiveness and benefits of potential solutions.

Dan River Basin Community Stakeholder Team: Proposed Process





Clinch River structure and process

Monthly Steering Committee Conference Calls



Quarterly In-Person Meetings

Consensus-Based Decision Making



Bi-weekly Newsletters

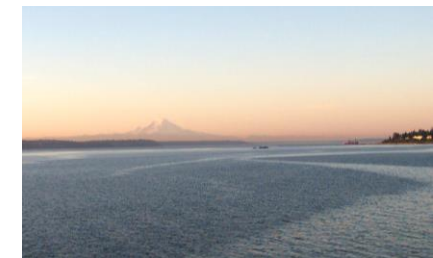
Active Website and Social Media Presence

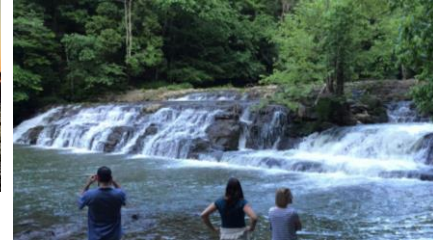


Active Action Groups

Inclusion, Outreach & Effective Representation

- Collaborative processes include representatives of all relevant and significantly different interests.
- At the same time there needs to be the right *mix* of participants to ensure a diversity of skills and resources.





Elizabeth River Inclusion, Outreach & Representation

- 2 Community dinners
- One meeting held on large tour boat to view Money Point from the river
- Community outreach to neighborhood
- Community celebration honoring “Keepers of the Vision” with release of final Revitalization Plan with 80+ signatories
 - Individual art donated by university art professor and students
 - Large art project installed





Elizabeth River Inclusion, Outreach & Representation

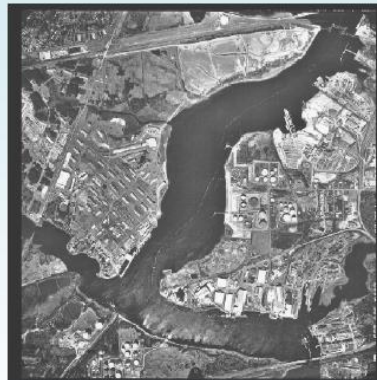


First Baptist Church, Money Point

When asked about what they would like to see in the future, many people says they would like to see the standing stormwater addressed at Money Point. People would like to see the Church stay strong because it is the focus of the community.

A Brief History of Money Point

in Chesapeake, Virginia
on the South Branch
of the Elizabeth River



Spring 2005

Money Point 2000

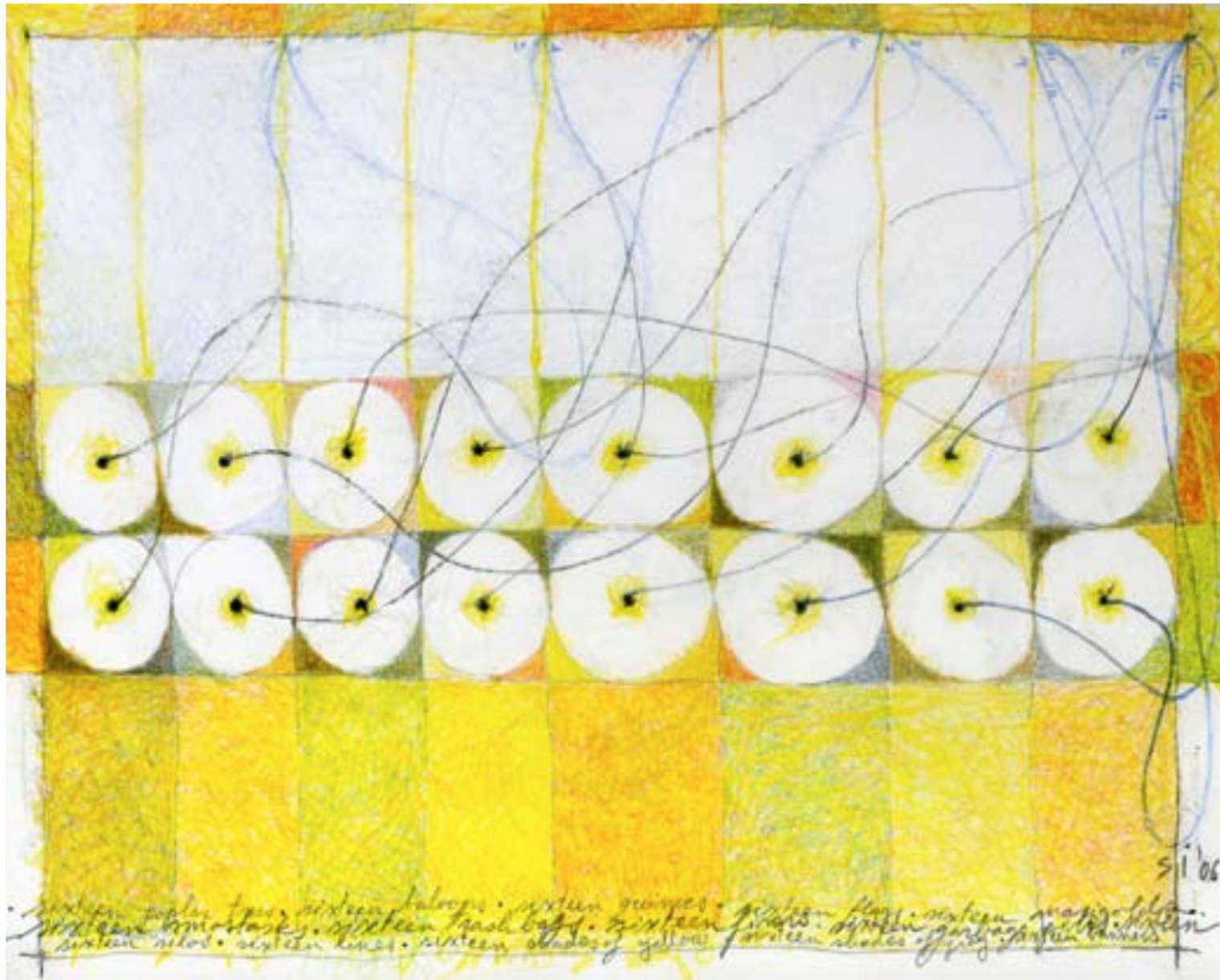


Associate Pastor of First Baptist Church Money Point, Bernard Wilson, describing Money Point's history at a recent Task Force meeting.

Although many children and grandchildren have moved away from Money Point, people still come back to visit the Church. Many residents agree that keeping the Church as a civic center is very important - stating that people still call the Church home, even if the Money Point community residents once knew is no longer there. Money Point will continue to go through transition over time, yet its rich history is a strong beacon to what is possible on its rich shores.

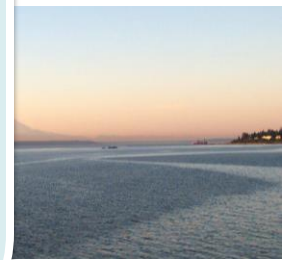
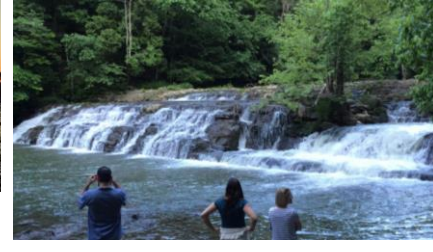
Prepared by Frank Dukes, Ph.D.
Institute for Environmental Negotiation
University of Virginia

Art inspired by cement silos
and wetland restoration at
Money Point.
*Sixteen Silos, Sixteen Shades
of Yellow*, celebrates the
power of this plan:
industrial and ecological
regeneration occurring
together.



Prepared by Frank Dukes, Ph.D.

Institute for Environmental Negotiation
University of Virginia



Dan River Inclusion, Outreach & Representation

Community Meetings

- Invite wide participation
- Provide information about current situation
- Provide small groups to encourage ideas and dialogue
- Capture all ideas to share with Stakeholder Team members
- Invite contact information for followup emails and outreach

Interactive Web Site

- Invite wide participation
- Provide opportunity for comments and suggestions
- Capture feedback on ideas to share with Stakeholder Team members
- Invite contact information for followup emails and outreach

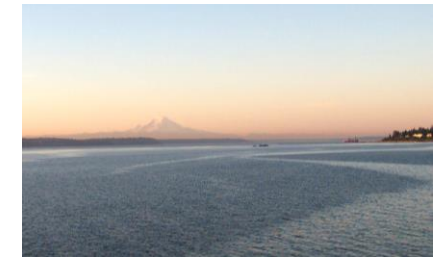
<http://danriverregioncommunityforum.org/>

Powered by [EngagingPlans](#), based on [Drupal](#).

Brought to you by [Urban Interactive Studio](#).



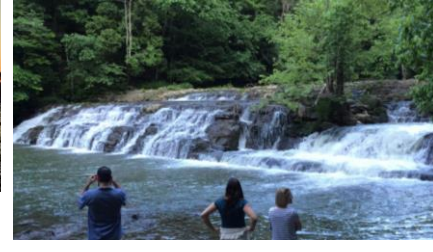
Community Information Forum: Dan River Restoration Participant Directions



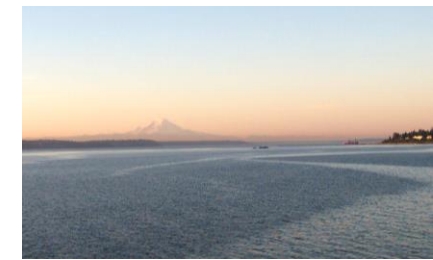
Welcome, and thank you for coming to this Community Information Forum on the Dan River! We want to hear from you during this time and have multiple ways you can share your concerns and ideas:

1. Upon arrival, please use a sticky dot to mark your geographical location on one of maps provided. You will see the heading “Where Do You Live?”
2. Then, you are welcome to share concerns or ideas for solutions to concerns in one of two places:
 - a. Directly on a map, labeled “Where Are Your Concerns?”, either writing on a post-it note and sticking it on the map, or writing directly on the map.
 - b. On the Graffiti Wall, writing post-it notes and sticking them under headings “Concerns” and “Ideas for Solutions.”
3. You will also have the opportunity to visit the information tables to speak with representatives from Duke Energy, the Natural Resource Damages Assessment and Restoration (NRDAR), Water Resources Fund, the Community Foundation of the Dan River Region River Bank Fund, and the University of Virginia. You may share your concerns or ideas directly with them.


Shortly after 6:30, the group will be called together for the presentation and group work portion of the meeting, but you will have more time to work through the above stations after the meeting concludes at 8:00 pm, if you desire.













Clinch River Inclusion, Outreach & Representation




Celebrating and supporting our hometown start-ups


MARCH 20-27





Okay, so it's more than a week, but there's a lot to fit in as we focus on starting and supporting small businesses in the Clinch River Valley. Sessions are open to all, regardless of how far you have to go to dip your toes in the waters of our local treasure.

<p>20  THE CLINCH River Cleanup Noon (FREE) Dungannon Boat Launch</p> <p>20  DUNGANNON DINNER AND SQUARE DANCE Dungannon Depot (\$8/\$4 9 & under) 6 PM Dinner, 7 PM Dance <i>A depot revitalization fundraiser!</i></p> <p>22  GOSPEL JAM AT MA & PA'S 18928 Highway 58 (FREE) 1-5 PM</p> <p>23  TODAY'S BUSINESS STRATEGIES THAT WORK St. Paul Town Hall, 16531 Russell St. 9 to 11 AM (FREE) Open to all <i>By connecting to regional outdoor recreation strategies such as the Clinch River Valley Initiative, SWVA businesses are growing product lines and building customer base. Entrepreneurs are starting new ventures. Together we're building an outdoor community and revitalizing our towns. Join Marc Willson for an engaging profile of today's business strategies that work.</i></p> <p>23  MON. NIGHT JAM AT MA & PA'S 18928 Highway 58 (FREE) 6-10 PM</p>	<p>24  BUSINESS SUPPORT DAY A community-wide focus on St. Paul businesses, including consultations & a community assessment.</p> <p>25  HEART OF THE TOWN U-Va Wise, 9 AM to 4 PM (\$15) Economic & revitalization strategies for our downtowns. AProject.org</p> <p>26  STAYING RELEVANT TO A CHANGED CUSTOMER Southwest Virginia Technology Development Ctr. 141 Highland Dr. Lebanon, 8 to 10 AM (FREE) Breakfast by Holiday Inn Express. Marc Willson's presentation to Russell County Chamber.</p> <p>26  BUSINESS TALK Southwest Virginia Community College, Room B130, 2:30 (FREE) Light refreshments and conversation with Marc Willson & the Professional Support Staff Association.</p> <p>26  MARKETING YOUR BUSINESS Appalachian One-Stop Incubator 1928 Front St. Richlands 6 PM (FREE) Strategies for new and established businesses with Marc Willson.</p> <p>27  STAYING RELEVANT TO A CHANGED CUSTOMER Tazewell County Board Room, 10 AM 108 E Main St. Tazewell (FREE) Marc Willson's presentation to Tazewell residents and businesses.</p>
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Register your business for a one-on-one consultation with retail and small business expert Marc Willson. Spaces are limited, but we've got a lot of other resources in the region as well, so let us hear from you!

Contact Robyn Lee at 276-889-8185 or visit clinchriverva.com.



HOME VISIT THE REGION CLINCH RIVER COMMUNITIES GET INVOLVED BIODIVERSITY EVENTS & NEWS CONTACT US



Learn more about the incredible biodiversity of the Clinch River.

Regional Information and Events around the Clinch River.

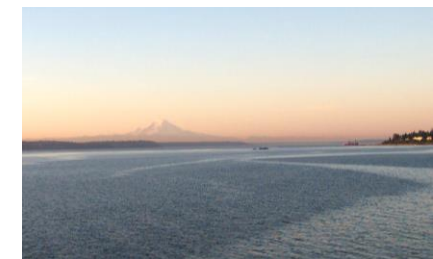
Thank you to everyone that came out for to the August 22nd CRVI meeting in Lebanon! Special thanks to all the presenters, along with Restore Community Coffee and Honey Bea's Cafe & Ice Cream Parlour for the delicious food. Please see below for an important request from the Environmental Education Action Group and Friends of Southwest Virginia.

Environmental Education Action Group's Request for Proposal (RFP)

Prepared by Frank Dukes, Ph.D.
Institute for Environmental Negotiation
University of Virginia

9/8/16

60



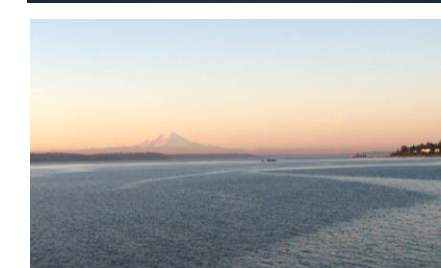
Clinch River Inclusion, Outreach & Representation

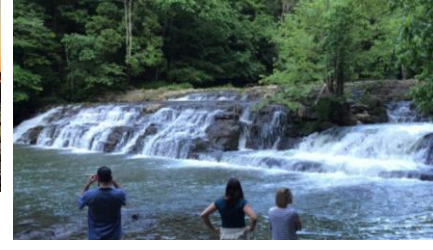
- Location of meetings dispersed throughout the watershed
- Meetings at country stores, restaurants, community centers, college campuses, picnic shelters
- Hikes, floats, music, trips to parks, celebrations, ice cream socials



Sustained Dialogue

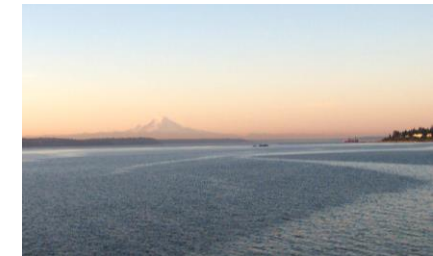
- Collaborative groups seek consensus only after discussions have fully explored the issues and interests and only after significant effort has been made to find creative responses to differences.
- Help participants distinguish between *positions or demands* and the actual *needs* and *interests* that underlie those positions – the “why”.





Value of Sustained Dialogue – Elizabeth River

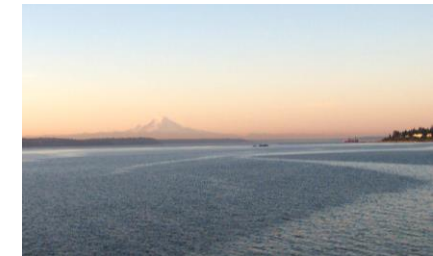
- A final test for consensus for remediation plans found several members willing to support the solutions, but less than fully satisfied
- Taking time to understand their concerns led to new proposals to develop additional measures, e.g., new oyster beds






Evaluation and Learning

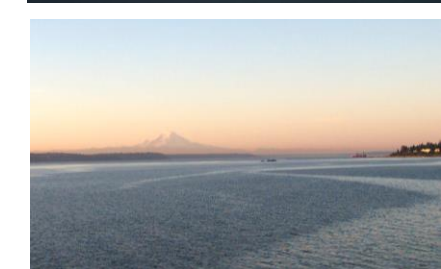
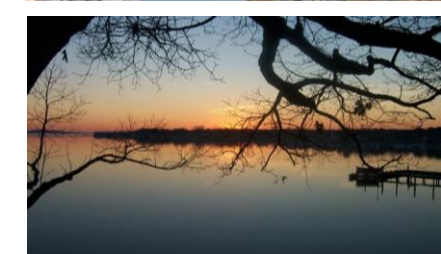
- Formative - evaluation during the process to improve the process
- Summative - evaluation upon completion of the process
- Outcome/Impact - assesses progress towards achieving ultimate goals

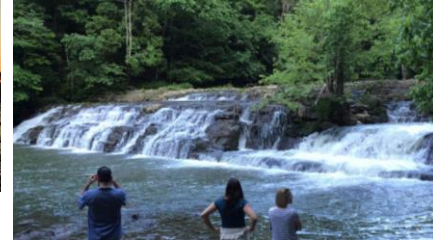




Elizabeth River Evaluation and Learning

- Each meeting included a +/- 
- In the middle of the process a written, confidential evaluation was offered
- Following the process a confidential evaluation was conducted and shared with all participants
- A web page was developed with periodic updates on the progress at Money Point <http://www.elizabethriver.org/money-point-revitalization>

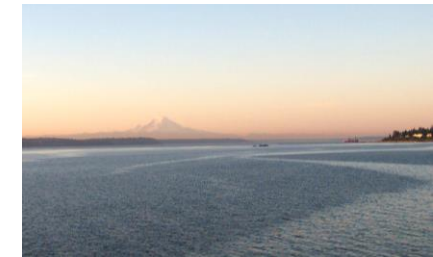




Elizabeth River Evaluation and Learning


What other comments or ideas would you like to share about the process?

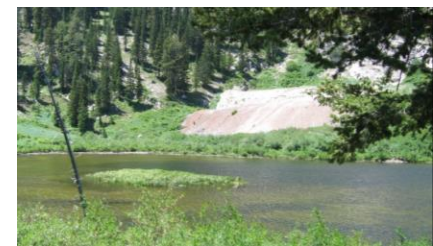
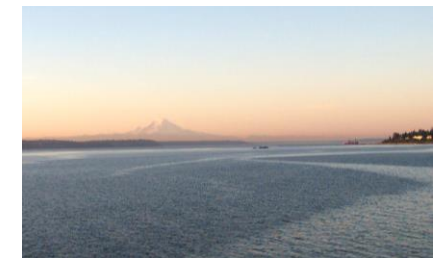
- In the long run the greatest success of this project will not be in the restoration of Money Point, but rather in the way Money Point can inspire restoration efforts in other places and in other rivers.
- Thanks for letting me be a part of this wonderful and worthy project.
- The process was well run-I don't have any real suggestions.
- Hats off to the organizing team!
- Try to get industry to provide funding for the cleanup. Especially the industry responsible for the contamination and not necessarily the specific company or person responsible for the violation.
- Enjoyed being a part of the process.
- The process was great and well run!
- You can't please everyone all the time, but it's easier when you have a common enemy (the goo) and no one has a vested interest in keeping the status quo.





Dan River Evaluation and Learning

- Each meeting included a +/- 
- In the middle of the process a written, confidential evaluation was offered
- Following the process a confidential evaluation was conducted and results shared with all participants
- A stakeholder implementation team was formed to follow up with monitoring and implementation





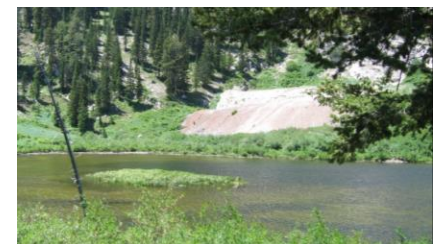
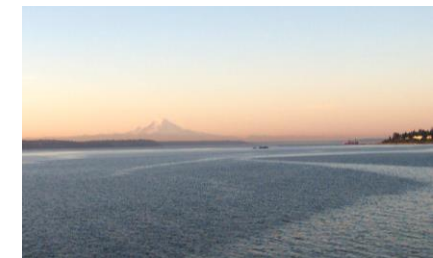
Dan River Evaluation and Learning

Likert Scale (1 to 5) with opportunity to comment.

- The process helped build trust among participants.
- The process provided opportunities to learn for all parties.
- The process was successful. It was time and money well spent.
- The final recommendations address the problems identified during the process.
- The facilitation team provided adequate facilitation.
- The Duke Energy team participated in ways that were helpful.


Narrative only:

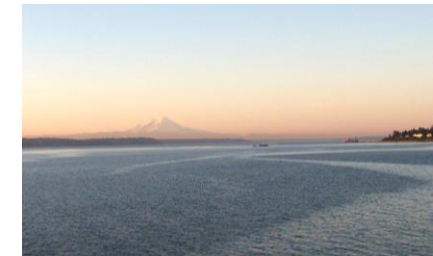
- What were the best parts of the Stakeholder Team process?
- What were the worst parts of the Stakeholder Team process?
- Do you have any advice for the facilitation team, Duke Energy, or any other participants?





Clinch River Evaluation and Learning

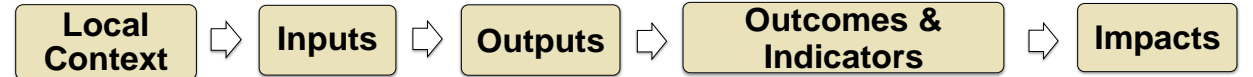
- Each meeting includes a +/- 
- A logic model was created to link long-term outcomes with inputs and actions
- Each of 5 action groups contributes indicators of success
- The logic model with indicators is updated periodically





Clinch River Valley Initiative

VISION: By 2020, the Clinch River Valley will be a global destination based on its unique biodiversity, natural beauty, cultural attractions and outdoor opportunities. This collaboration will bring measurable economic, environmental and social benefits to the region's communities while protecting the Clinch's globally rare species.



Existing Assets
 Region-wide cooperation & non-traditional partnerships

Diverse funding opportunities

Love of place and growing appreciation of cultural heritage

Growing support for economic diversification

The Clinch River's world class biodiversity

Increasing outdoor recreation opportunities

Existing Challenges

Declining income from natural resource extraction for jobs and tax revenue

Health challenges due in part to limited access to outdoors

Limited experience with entrepreneurship

Downtown blight

Isolation and independence of localities not looking beyond town boundaries

Out-migration of youth

The Clinch River's rare species/biodiversity in decline

Deteriorating water quality infrastructure

Proliferation of illegal dumpsites

CRVI Action Groups:
Downtown Revitalization
Access Points
Water Quality
Environmental Education
State Park

Community volunteers

Local, state and federal agency support

Administrative support from FSWVA and UTRR

Funding from varied sources

Research from UVA-Wise/Charlottesville/Appalachian Prosperity Project (APP)

Convening/facilitation/administrative support from IEN-UVA

Towns invested in revitalization and business development through *Hometowns of the Clinch*

Tourism infrastructure developed (signs, access points, etc.)

Illegal dumpsites removed

Household hazardous waste removed

SOS monitors actively working and overall strengthening of SOS program

Annual cleanup/float events conducted

Environmental education facilities (including Ecological Center) and programs /curriculum created

Clinch River State Park developed

Clinch River branding developed and deployed

Downtown Revitalization: Improved towns as economic hubs for tourism, education, & business development measured by number of outdoor recreation and tourism businesses, occupancy rate, meals and lodging tax revenues

Access Points: Improved Clinch River access for recreation, business development and education measured by number of boat launches publicly available, number of businesses using the access point, and number of river patrons using public access points

Water Quality: Improved water quality measured by reduction in illegal dump sites, waste tonnage removed by clean-ups, and number of SOS monitors actively monitoring streams

Environmental Education: Increased local and regional environmental knowledge and appreciation of the Clinch measured by number of people reached by educational programs/events and development of a curriculum plan for the CRVI Ecological Center.

State Parks: Increased conservation investments measured by secured land acquisition funding in the first half of 2016 to acquire the first anchor properties for the Clinch River State Park

Enhanced appreciation of interconnectedness among towns and region

Enhanced value for entrepreneurship

Increased collaborations between towns on new business development

Increased compatible recreation access to the Clinch

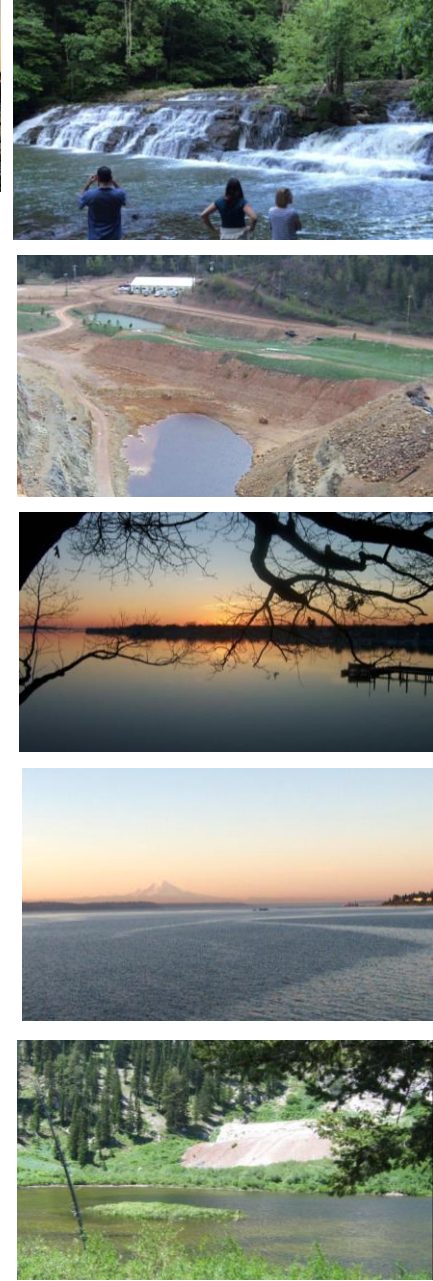
Increased appreciation for sensitivity of Clinch ecosystem and importance to region

Increased investments in Clinch River monitoring, restoration, and conservation

New leadership emerging throughout region

Youth retained and/or returned to the region to raise families and start businesses

Improved health of local communities



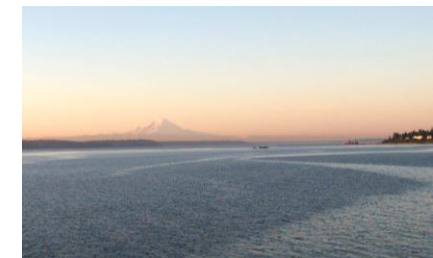


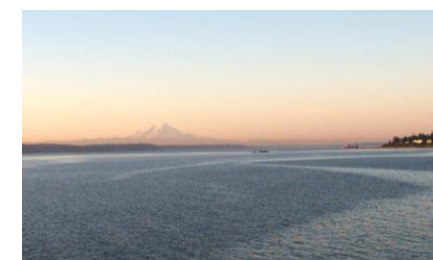
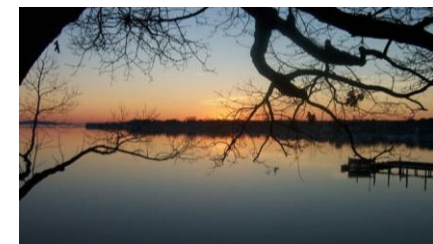


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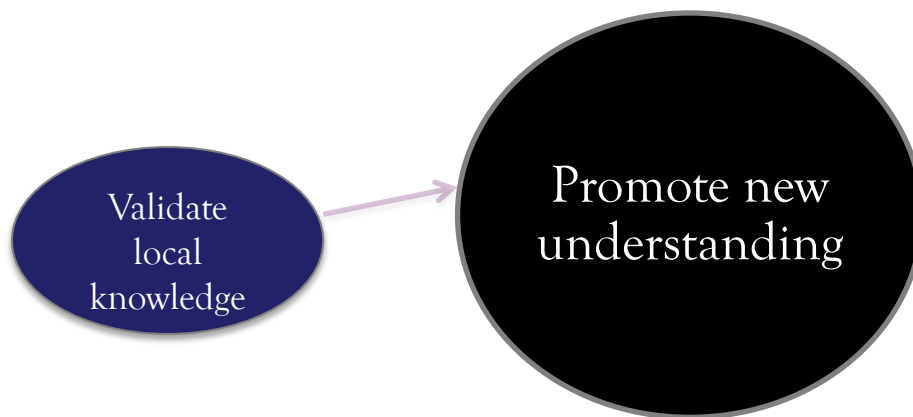


Promote new understanding



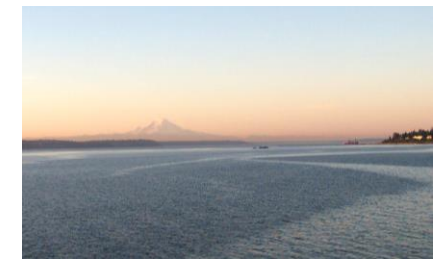
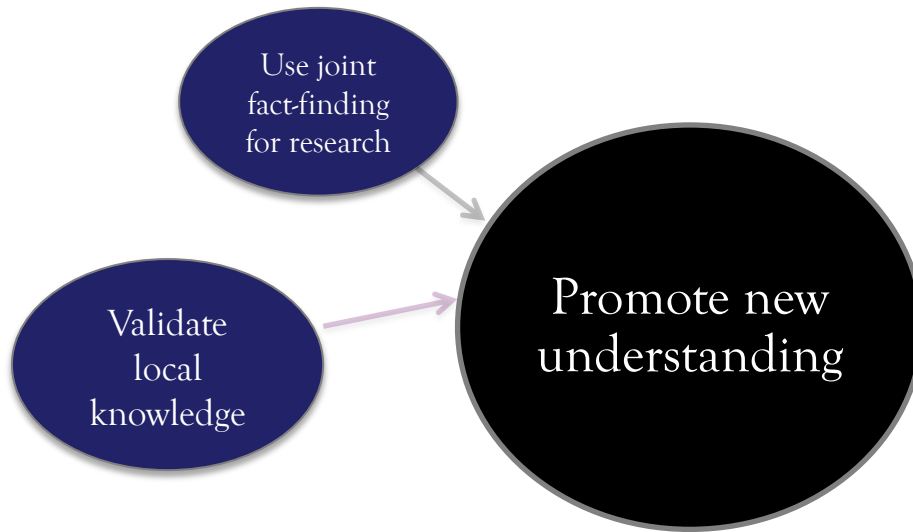


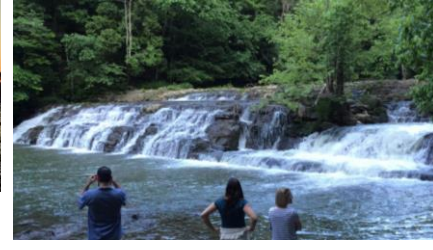
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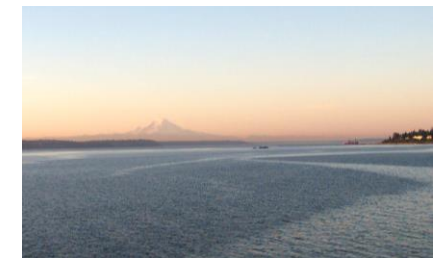
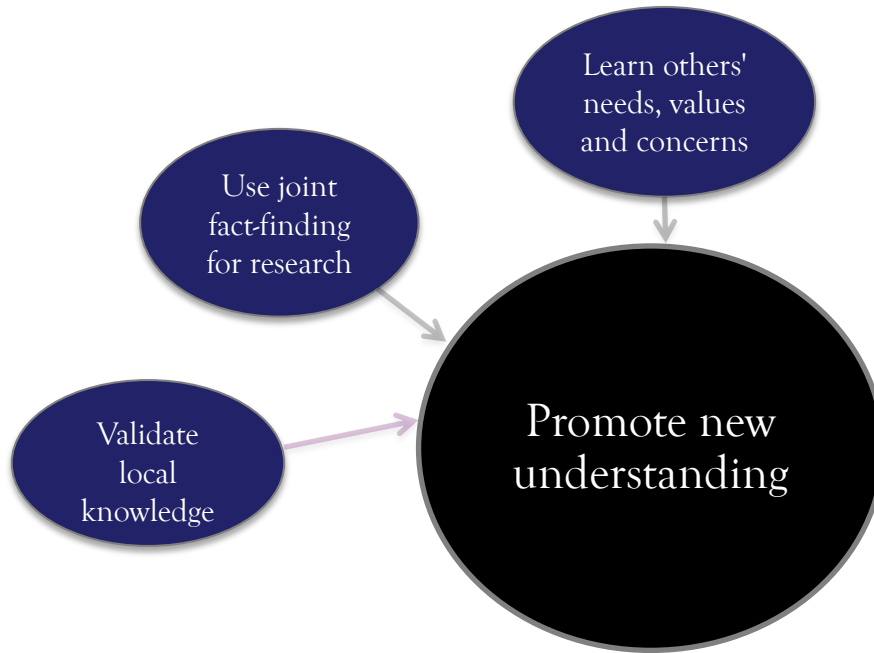


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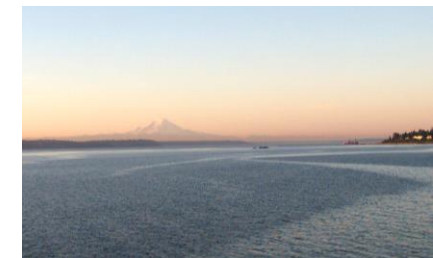
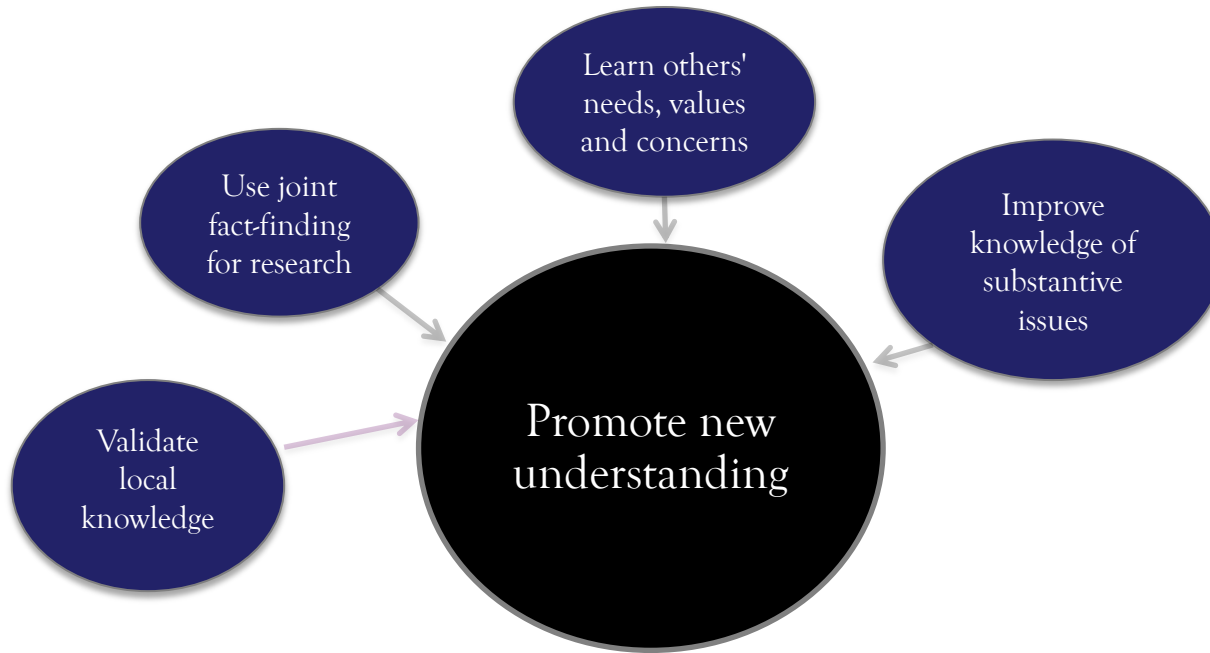


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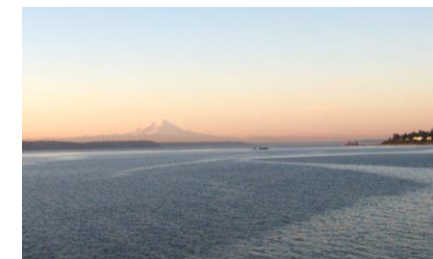
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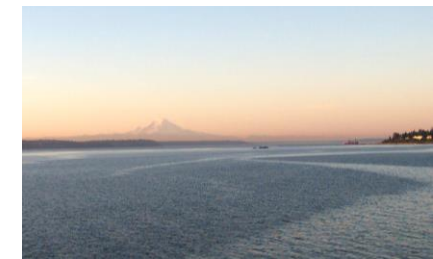
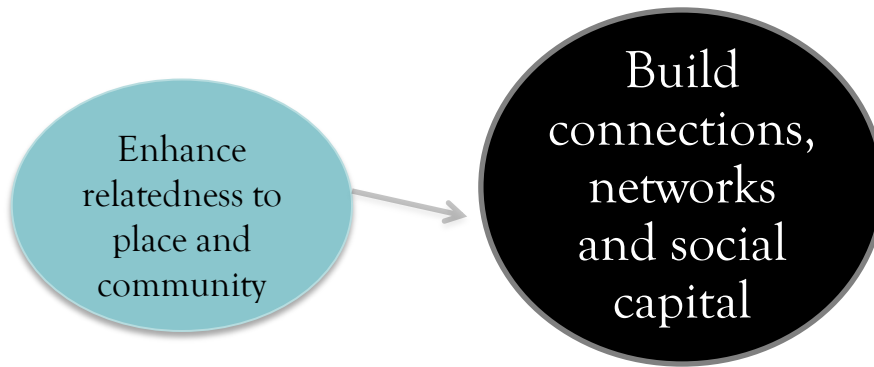
What Can Collaboration Do?

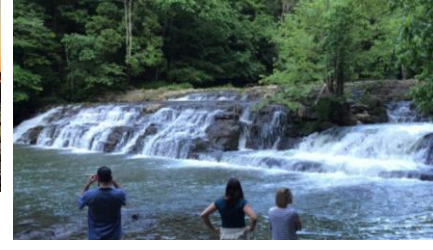
Build
connections,
networks
and social
capital



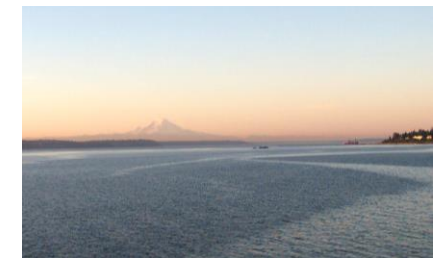
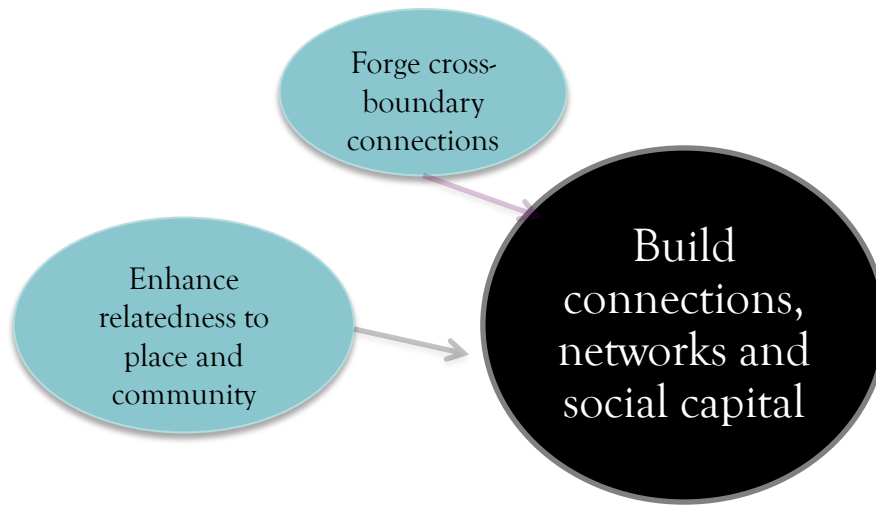


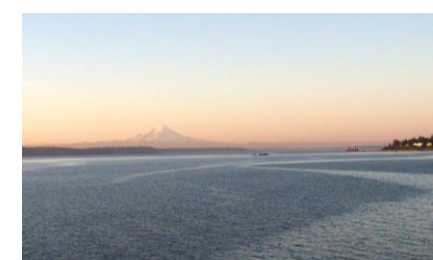
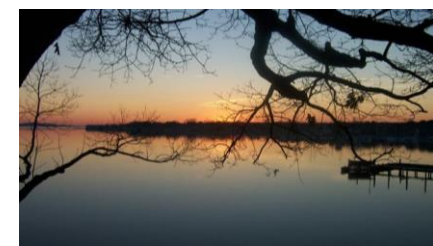
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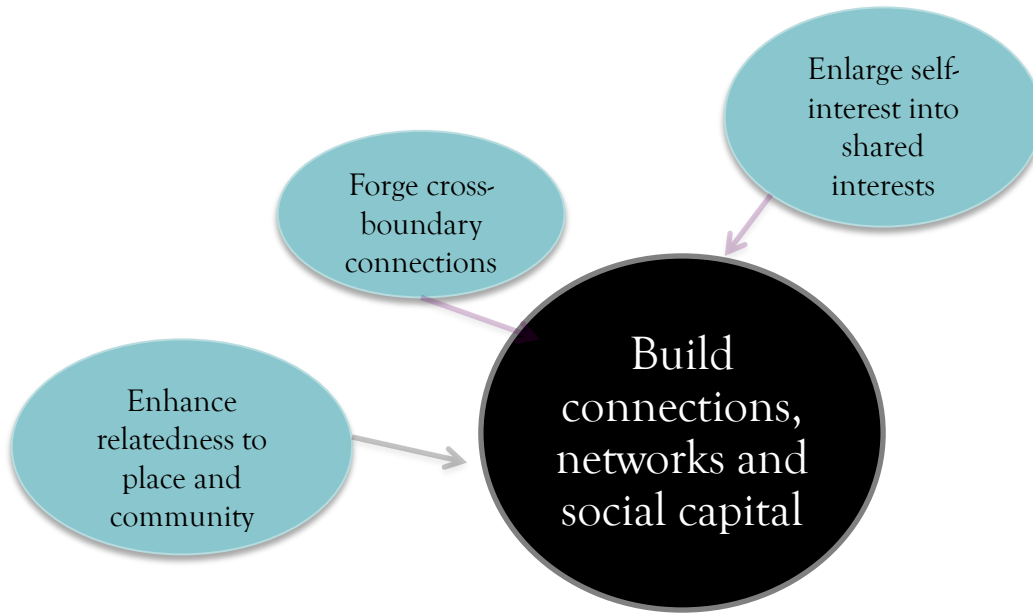


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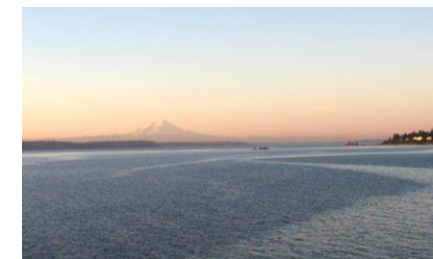
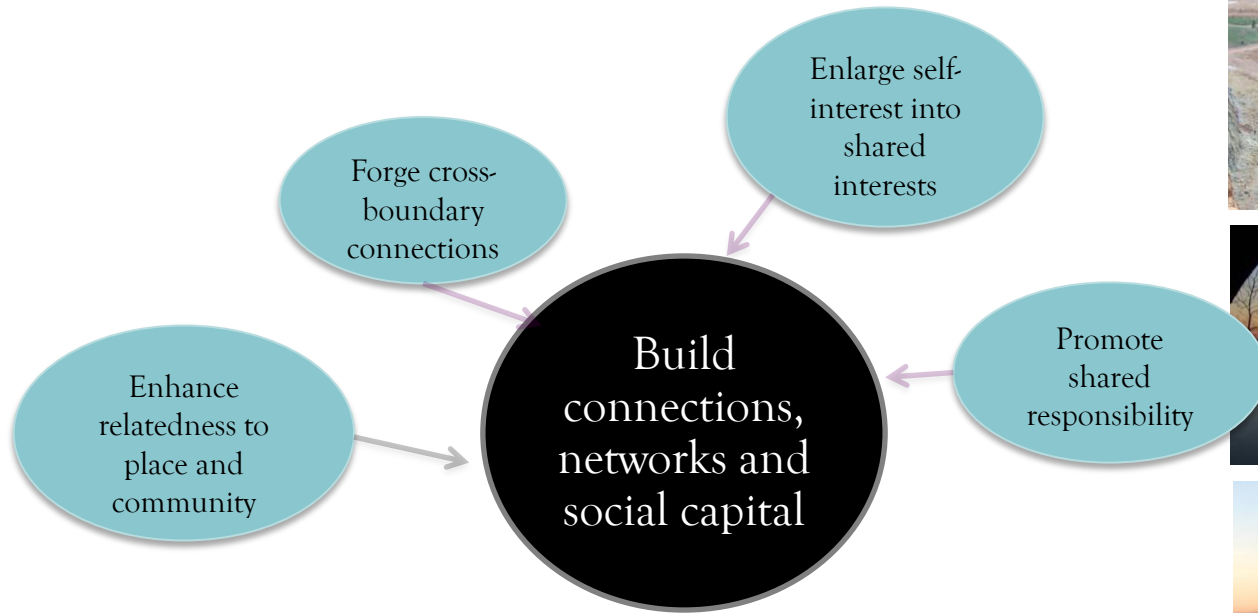


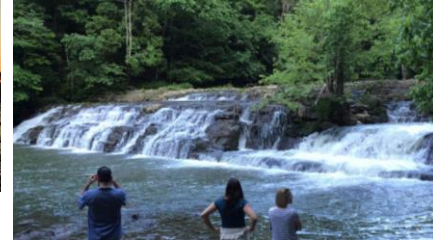
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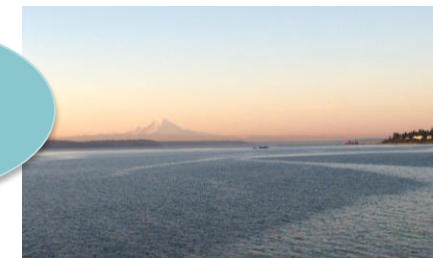
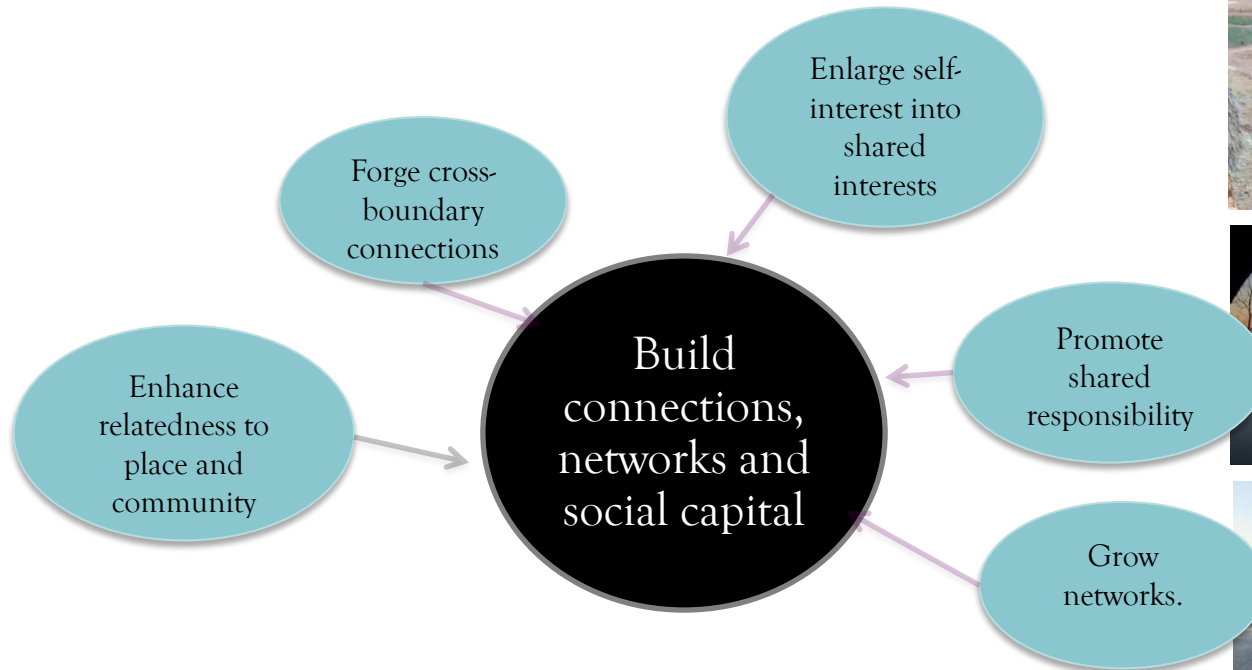


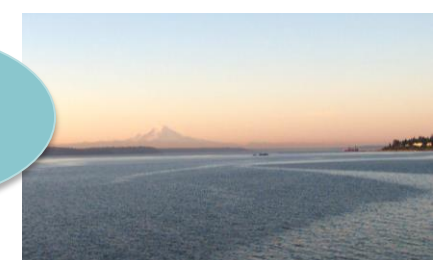
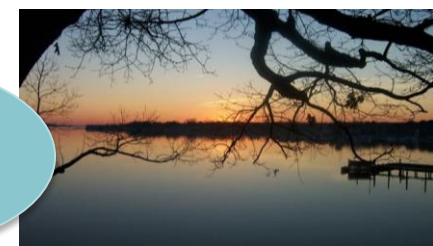
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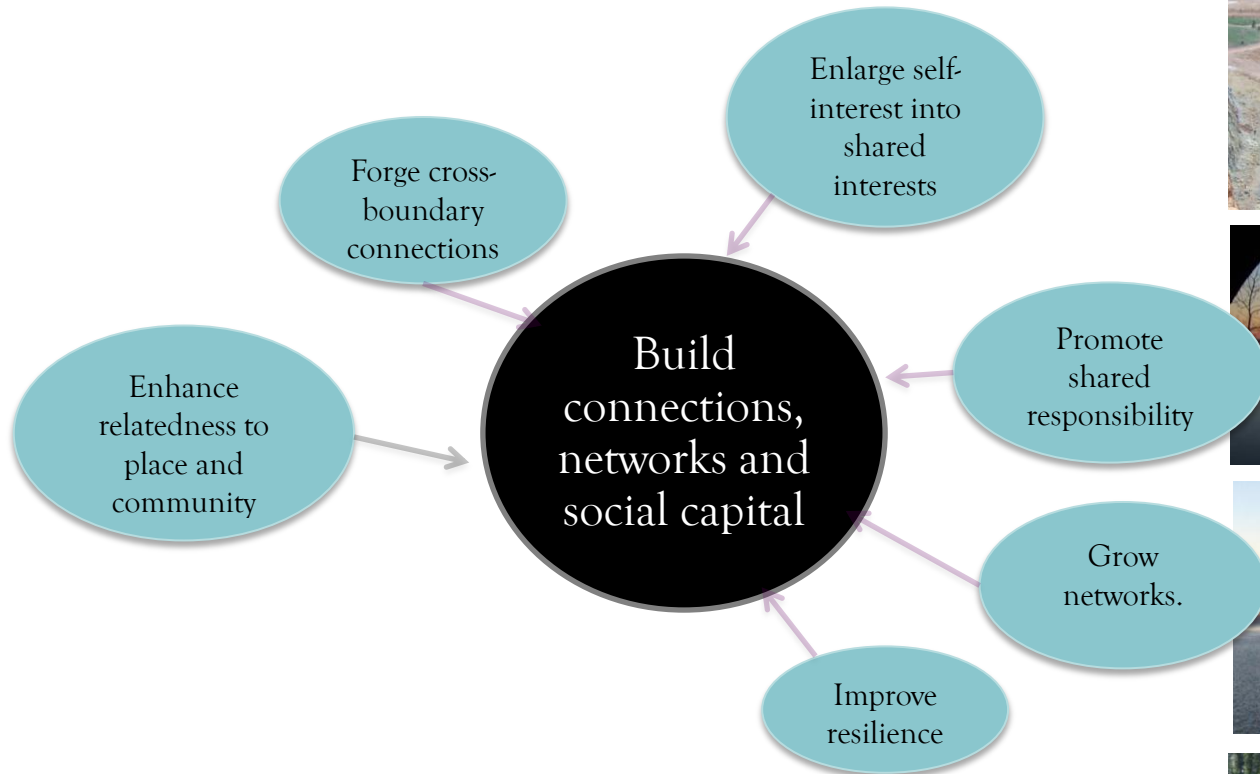


What Can Collaboration Do?





What Can Collaboration Do?

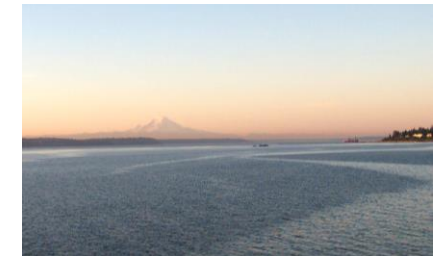




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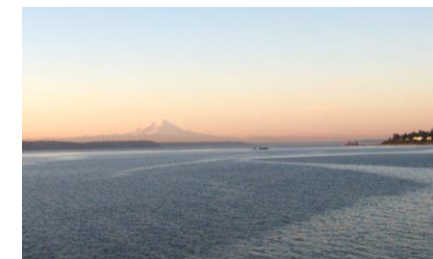
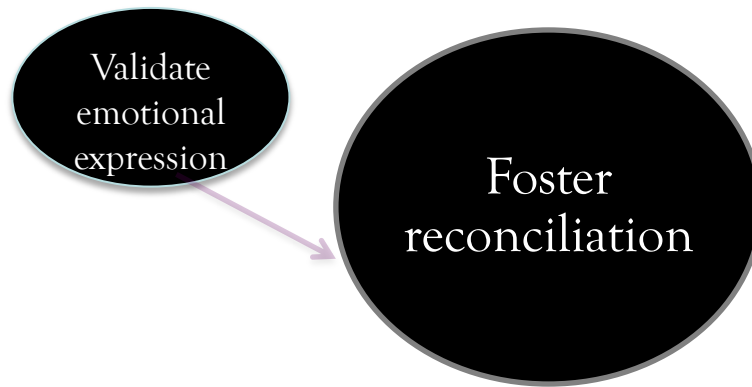


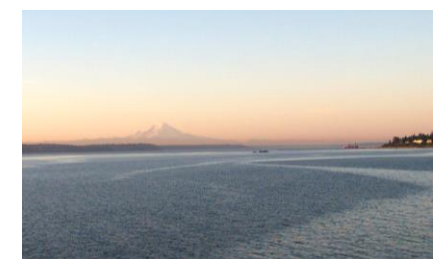
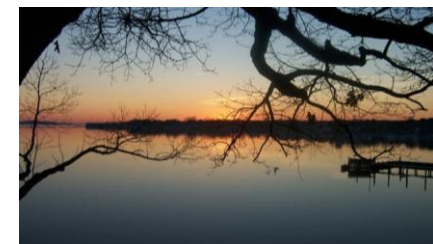
Foster
reconciliation



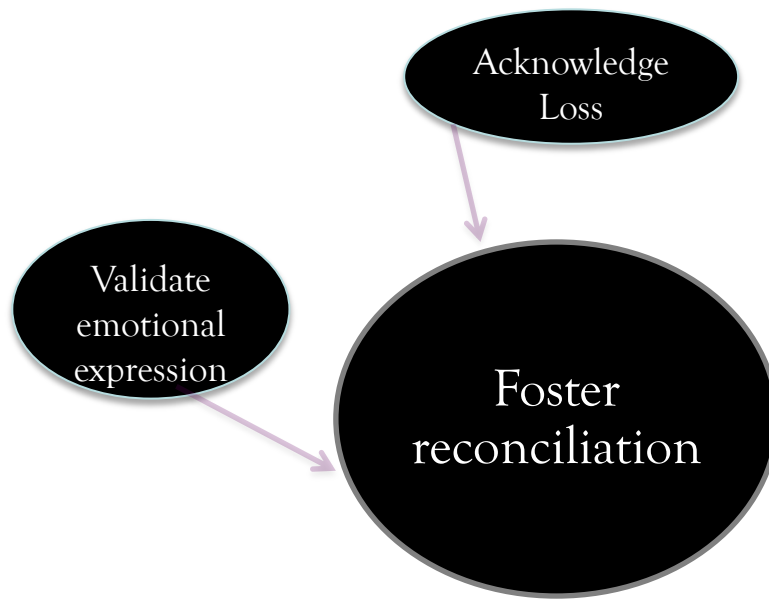


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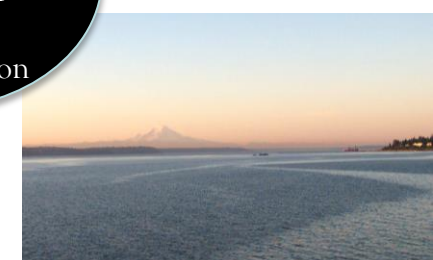
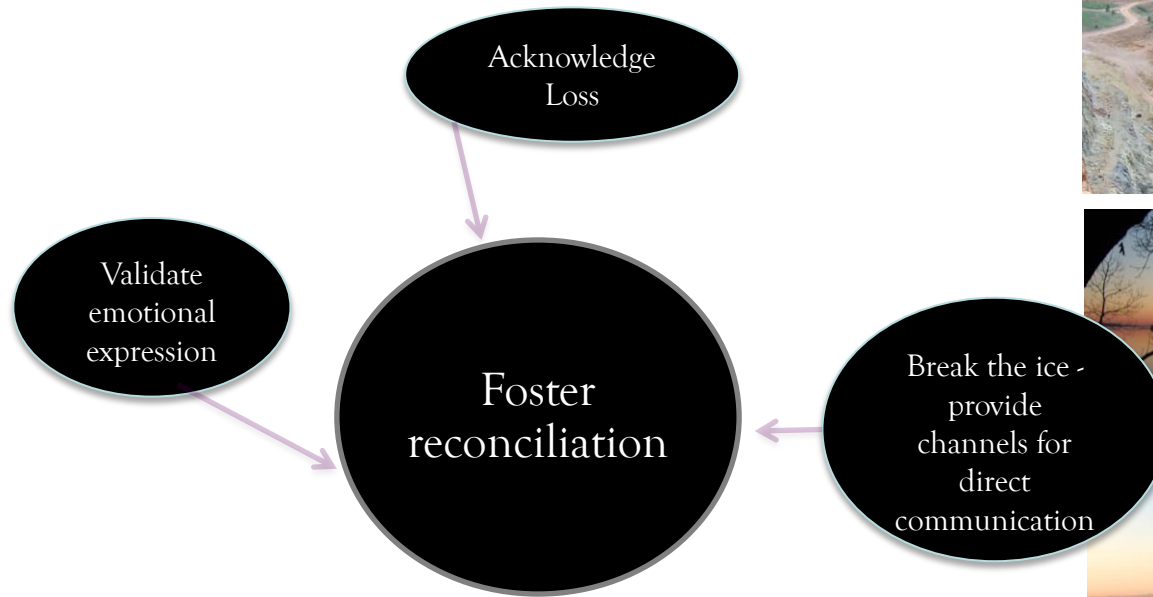


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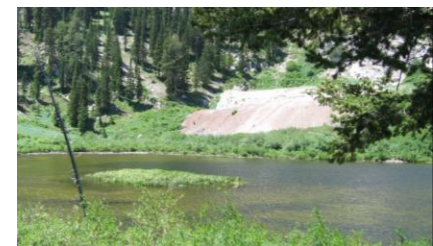
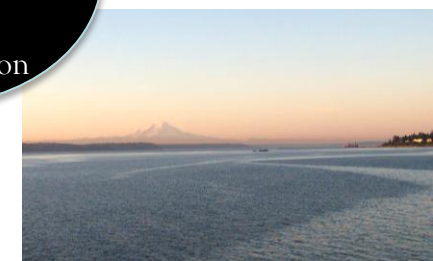
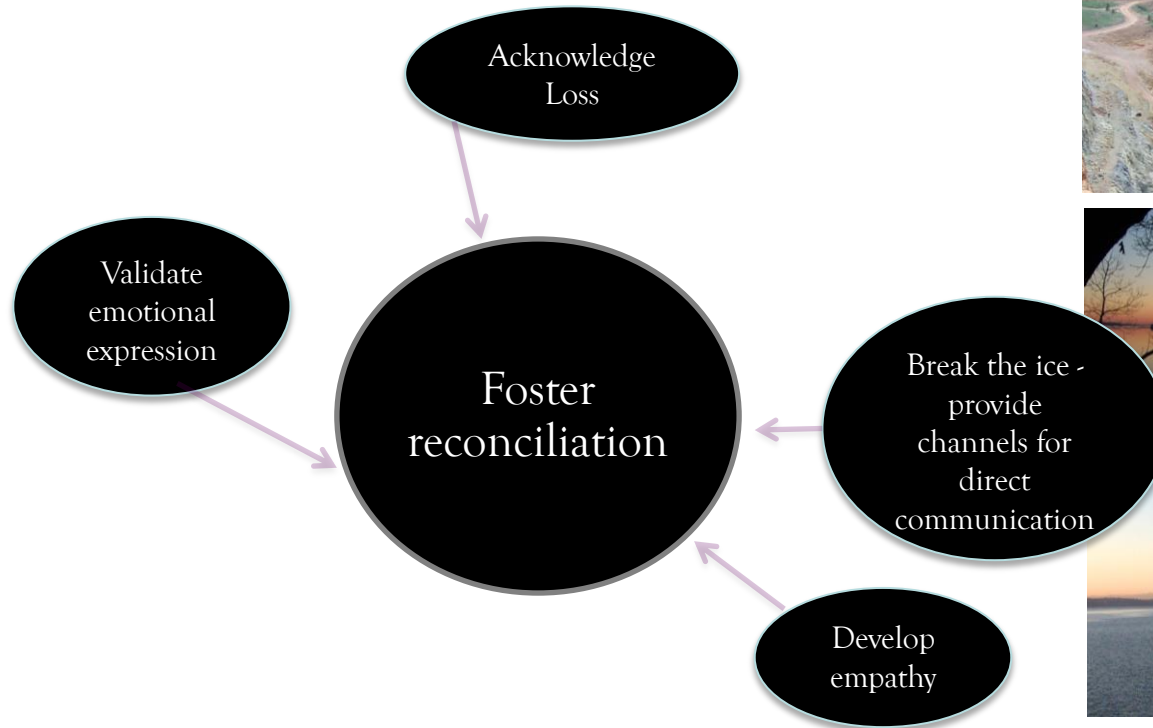


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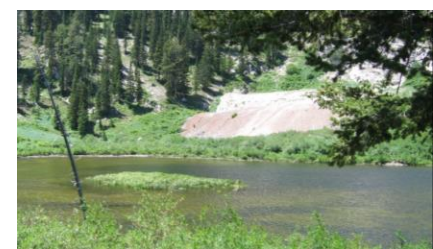
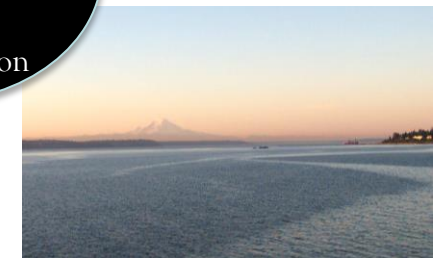
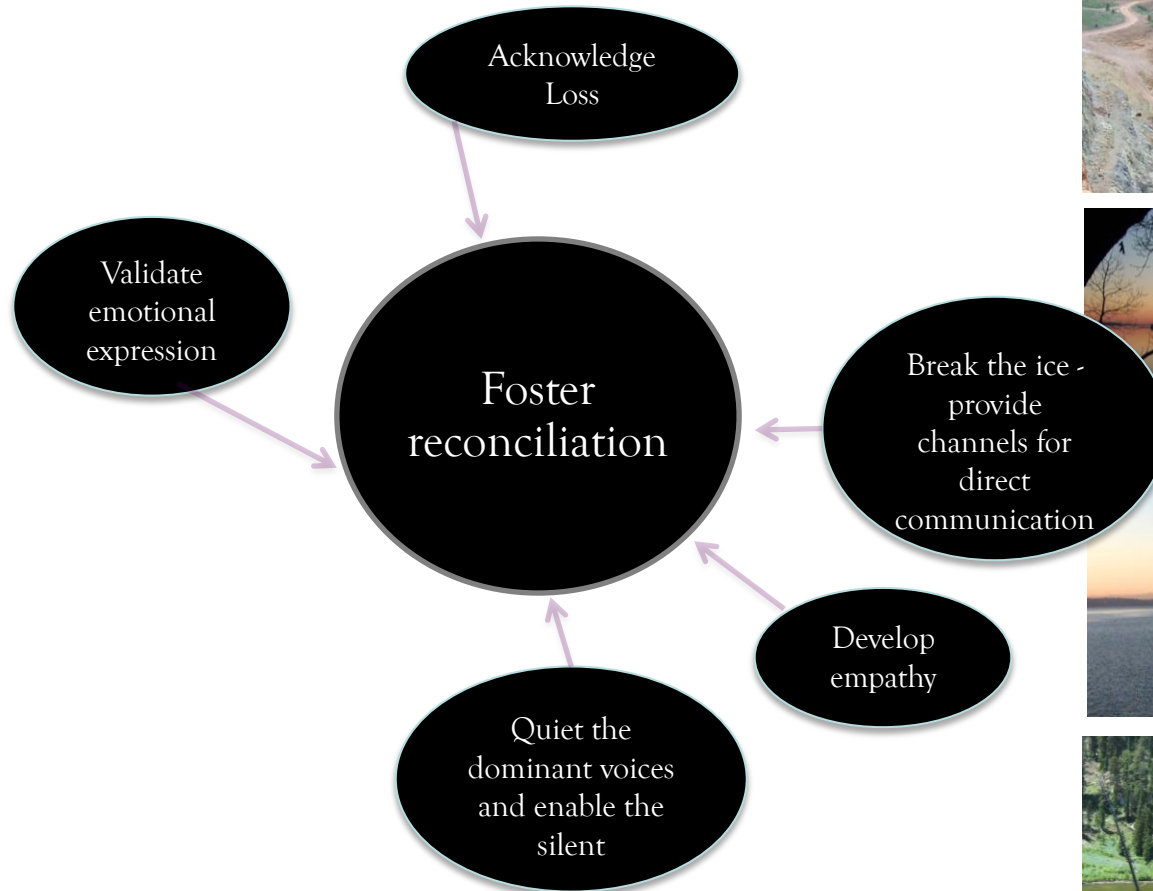


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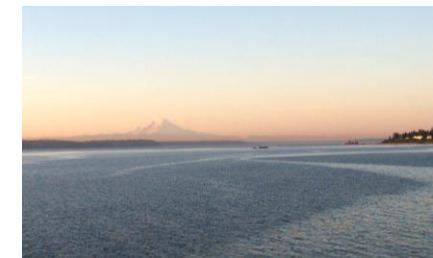
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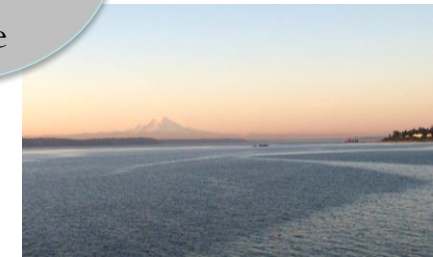
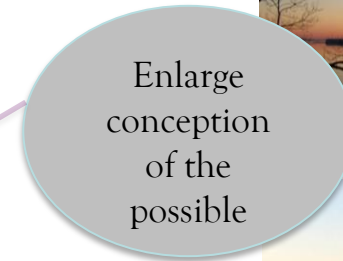
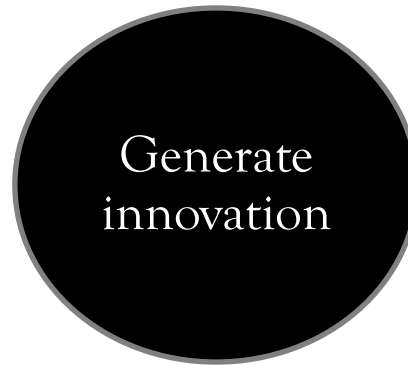
What Can Collaboration Do?

Generate
innovation



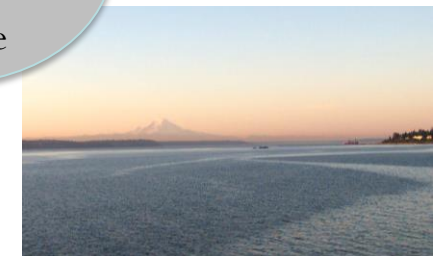
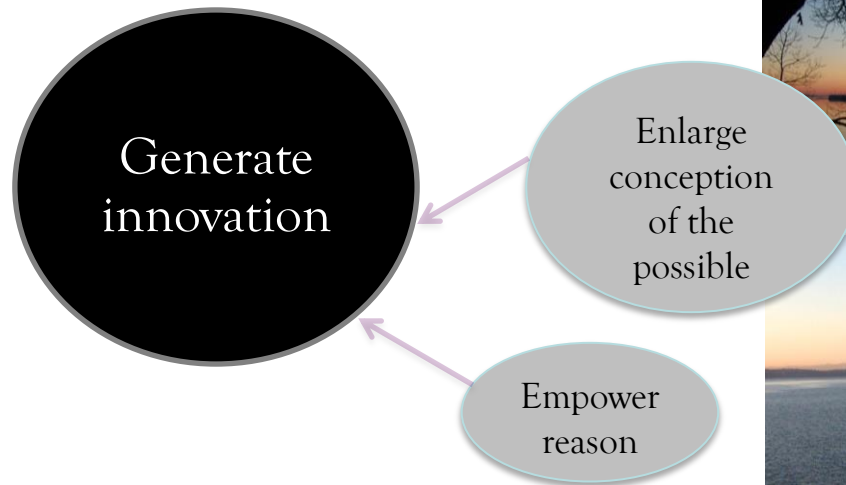


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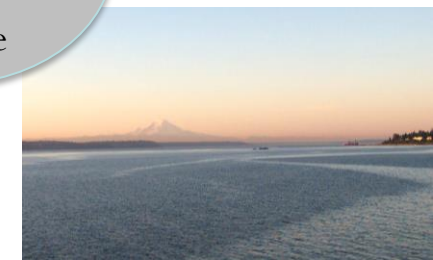
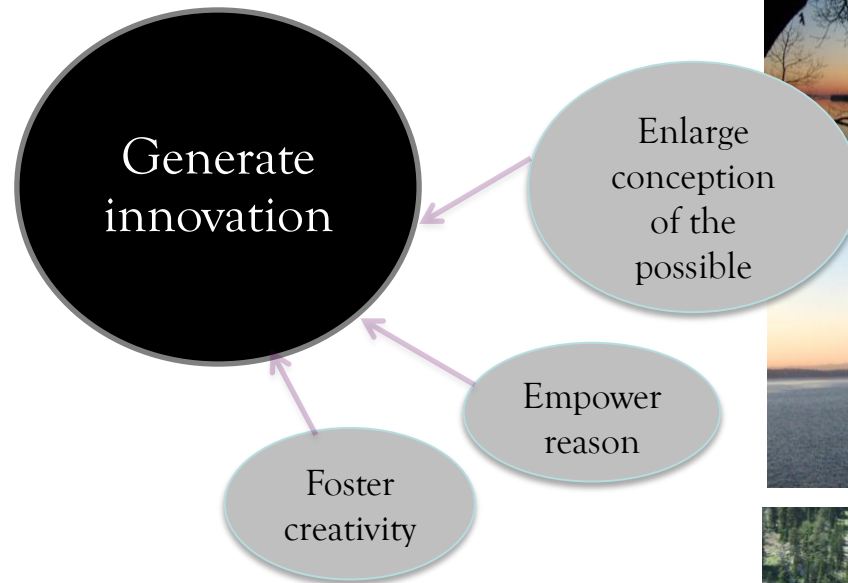


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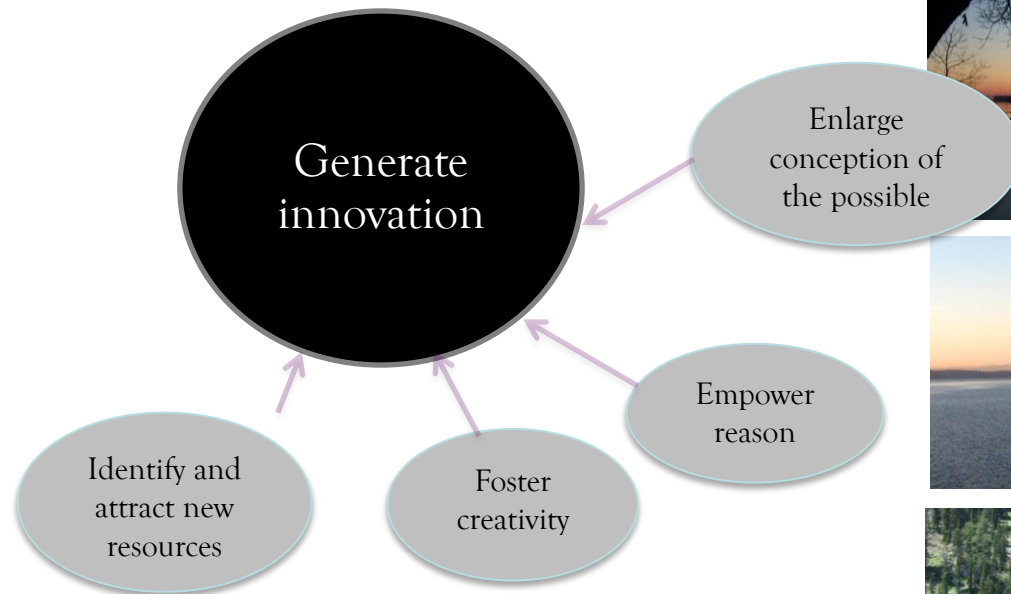
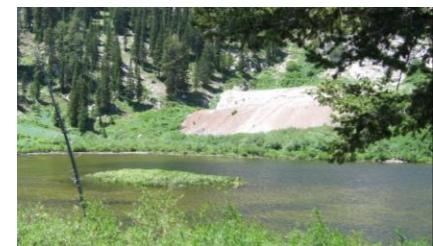
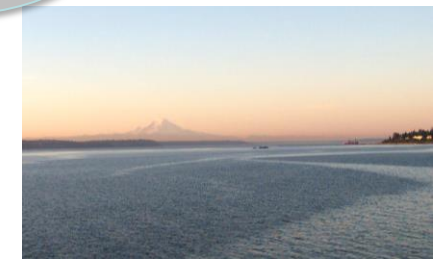


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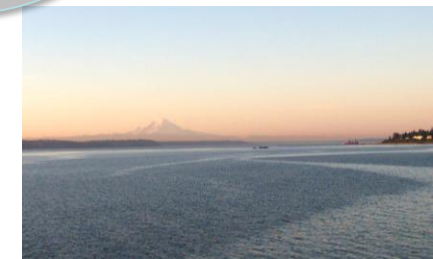
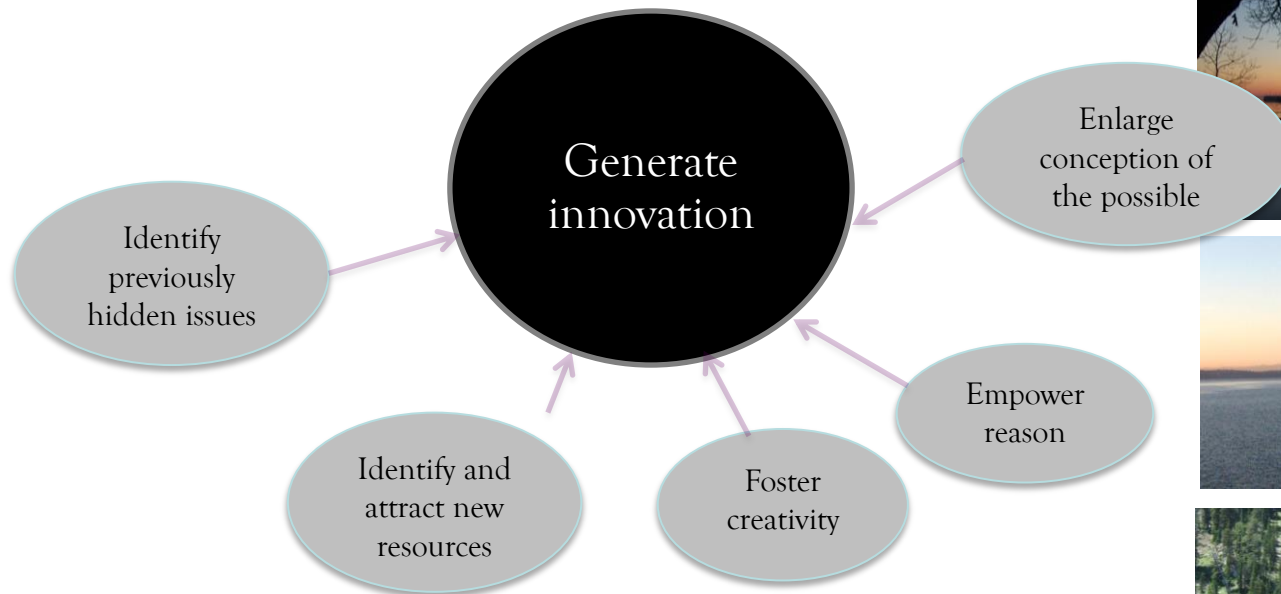


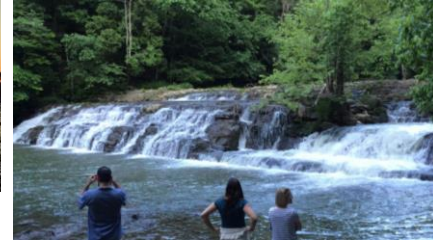
What Can Collaboration Do?





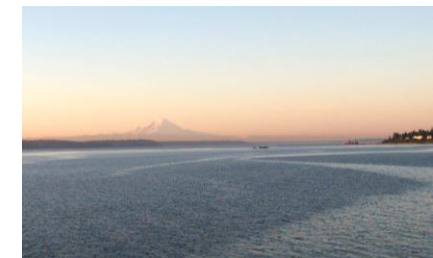
What Can Collaboration Do?





What Can Collaboration Do?

Promote
individual
and
collective
growth



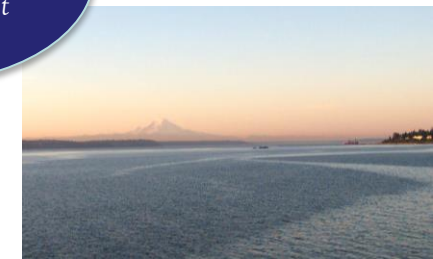


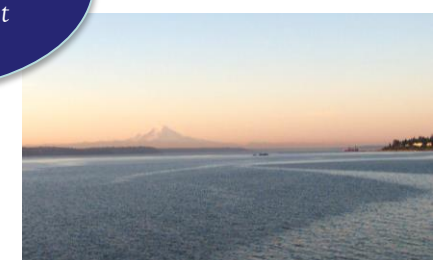
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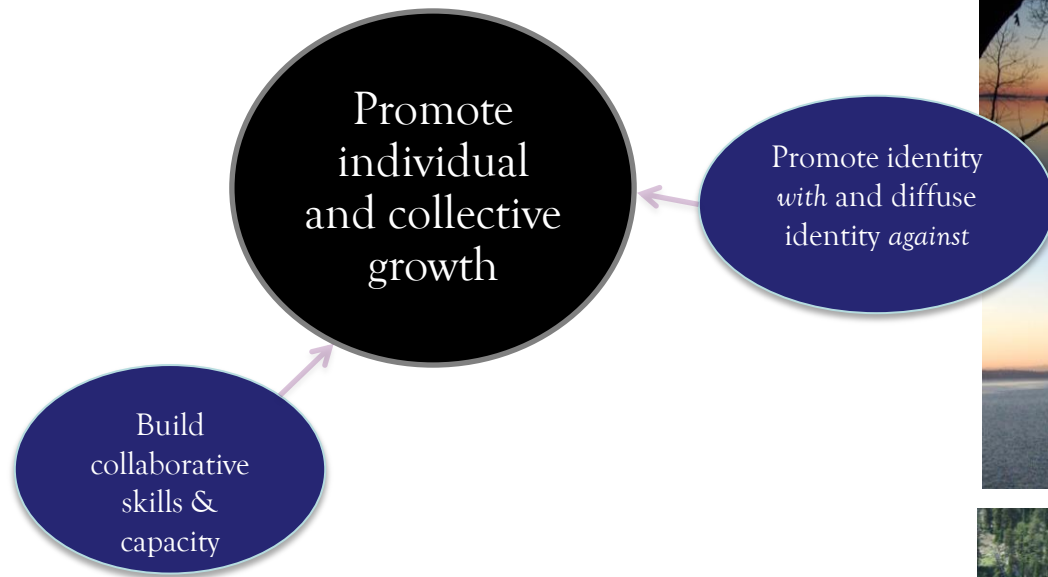
Promote individual and collective growth

Promote identity *with* and diffuse identity *against*



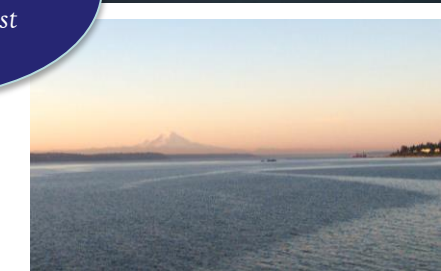
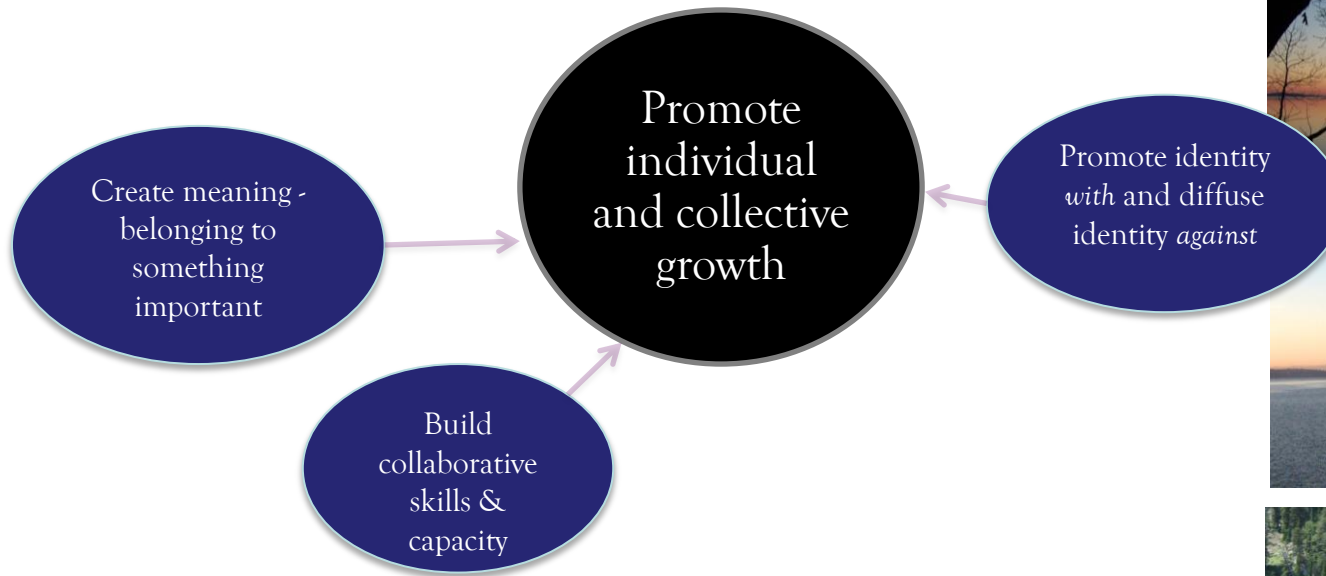


What Can Collaboration Do?





What Can Collaboration Do?

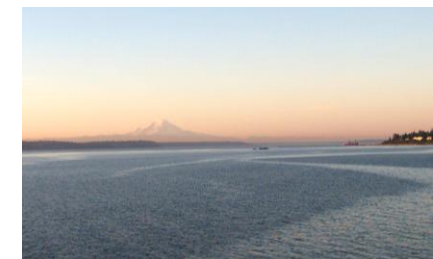




What Can Collaboration Do?

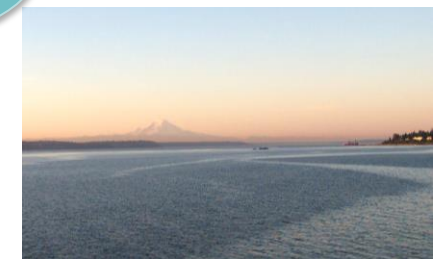
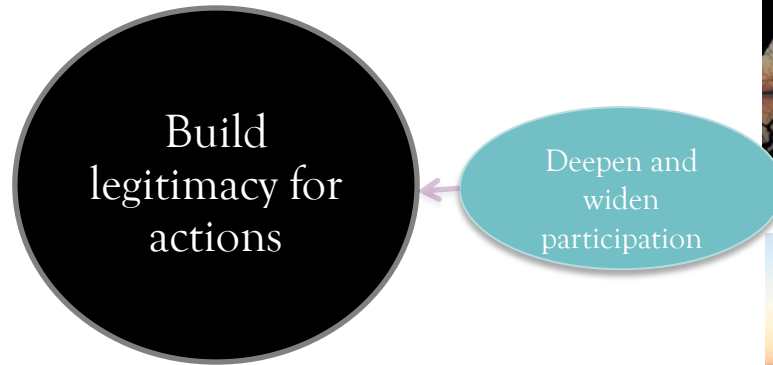


Build
legitimacy
for actions



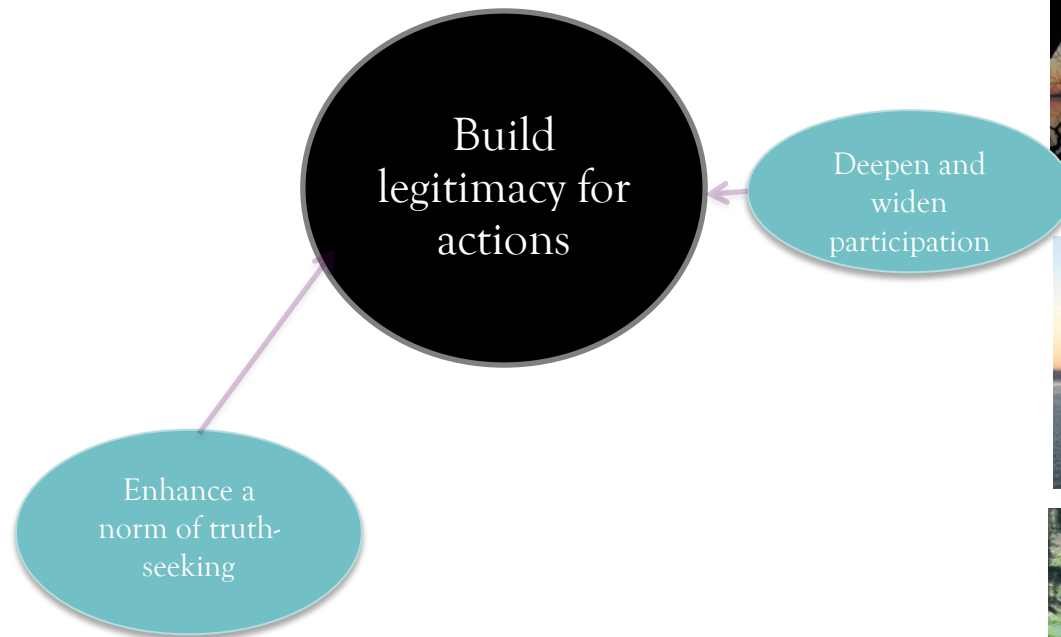
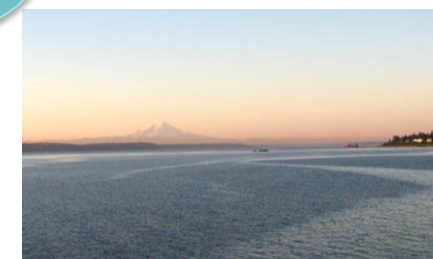


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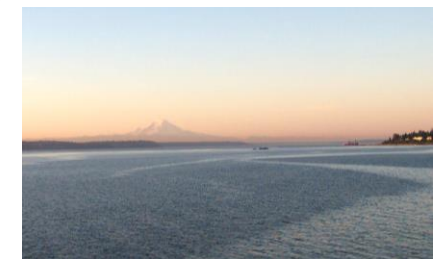
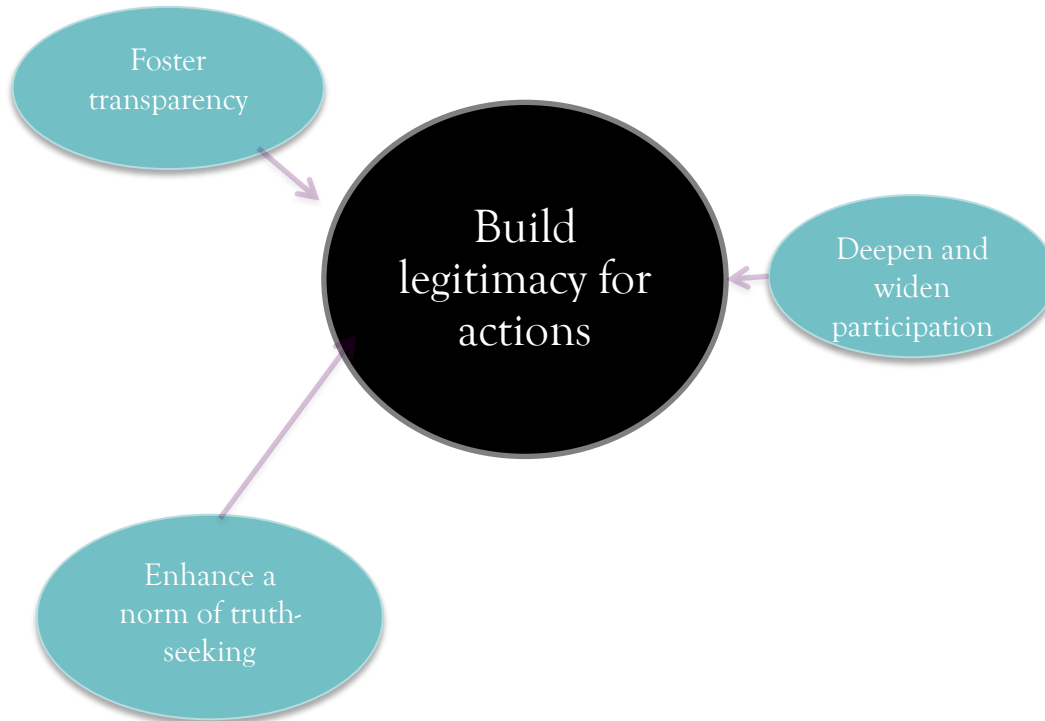


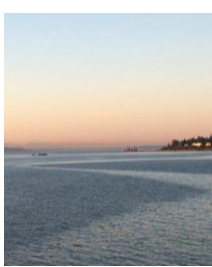
What Can Collaboration Do?





What Can Collaboration Do?



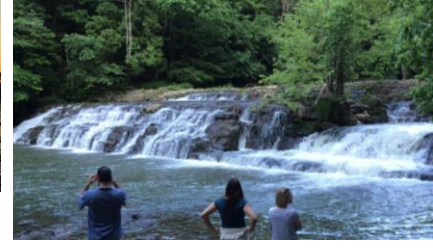




Susquehanna River, PA



James River, VA Clinch River, VA



Gilt Edge Mine, SD



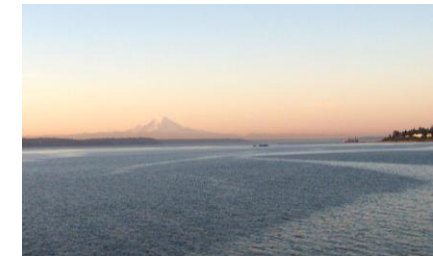
How many did you recognize?

Magothy River, MD



<https://virginia.box.com/s/nq0rezx9speq9th9d1ciitcq6l1fh2l4>

Eagle Harbor, WA



Wasatch Range, UT



Building Consensus for Better Water Quality Outcomes

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