

# Stakeholder involvement



CONE - 1st Workshop - Training of trainers  
ONLINE | 3 of March 2025

**Presenter: Dominika Wróblewska**

## Collaboration and Knowledge Sharing - Living Labs The Green Village, TU Delft

Business

Research

University

Education

Citizens

Place to work and live

Innovaiton

employment

New projects

New networking





# Public participation

Stakeholder involvement

Identifying and engaging stakeholders

(public, private, civil society, academia)

Techniques for effective stakeholder engagement

Co-creation and participatory design techniques

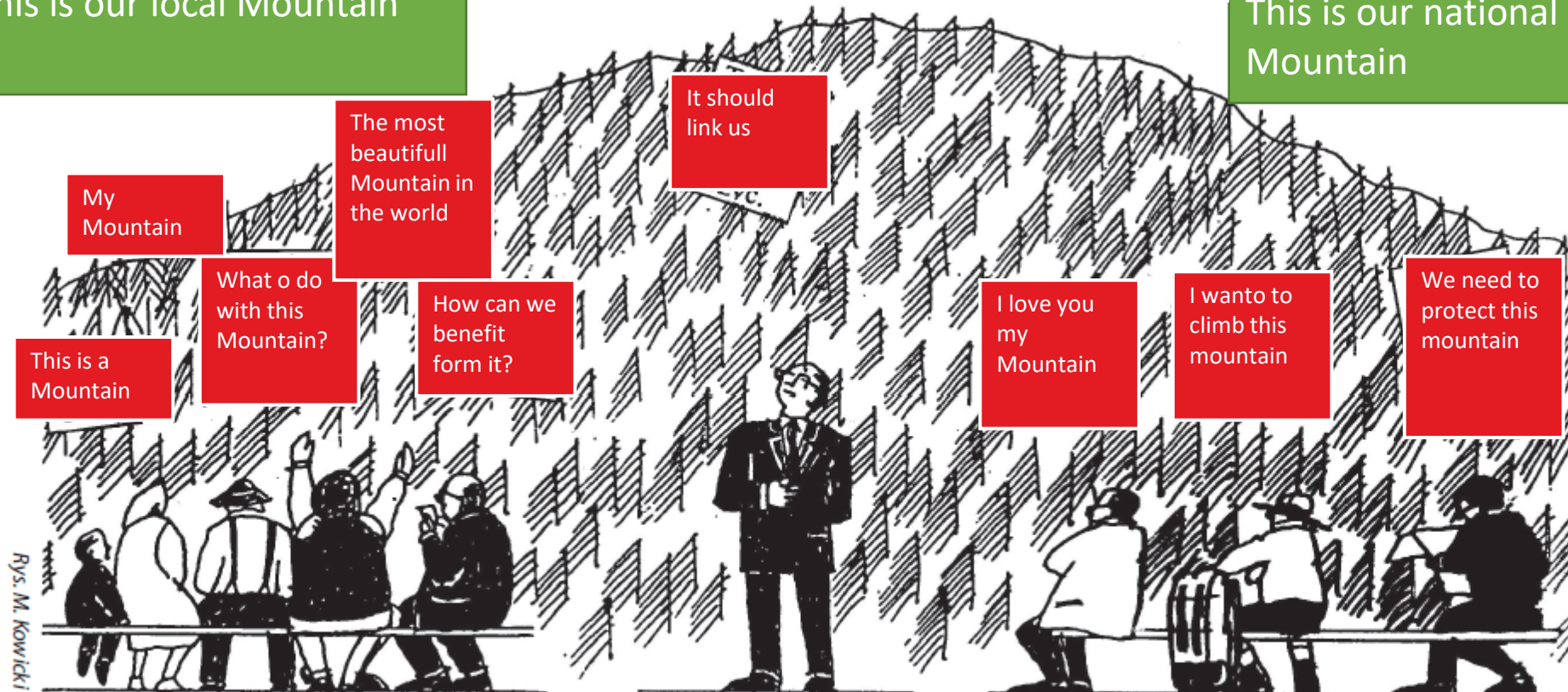
Dominika Wróblewska, 2025



## How do we see our world?

This is our local Mountain

This is our national Mountain



1) kid, 2) citizen, 3) owner 6) lider, 7 lover, 8 turist 9 landscape architect  
4) Local patriot, 5) biznesman

Local society

Comers



## Why planners engage citizens?



obstacle

## Why planners engage citizens?

Informing

Building  
relations

Building  
capacity

Building  
awareness and  
knowledge

Making  
planning  
easier

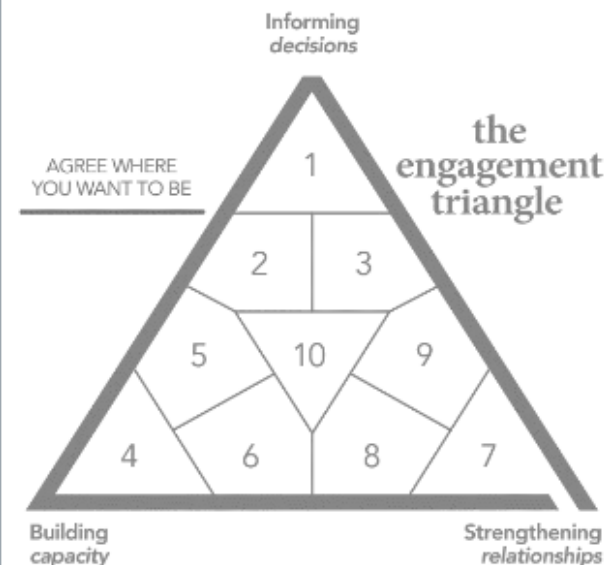
Changing  
attitude

Searching  
compromise

## WHY ENGAGE?

### PURPOSE

Shade the appropriate segment of the triangle.  
Are you needing to inform decisions, build capacity, and/or strengthen relations?



### ENGAGEMENT GOALS

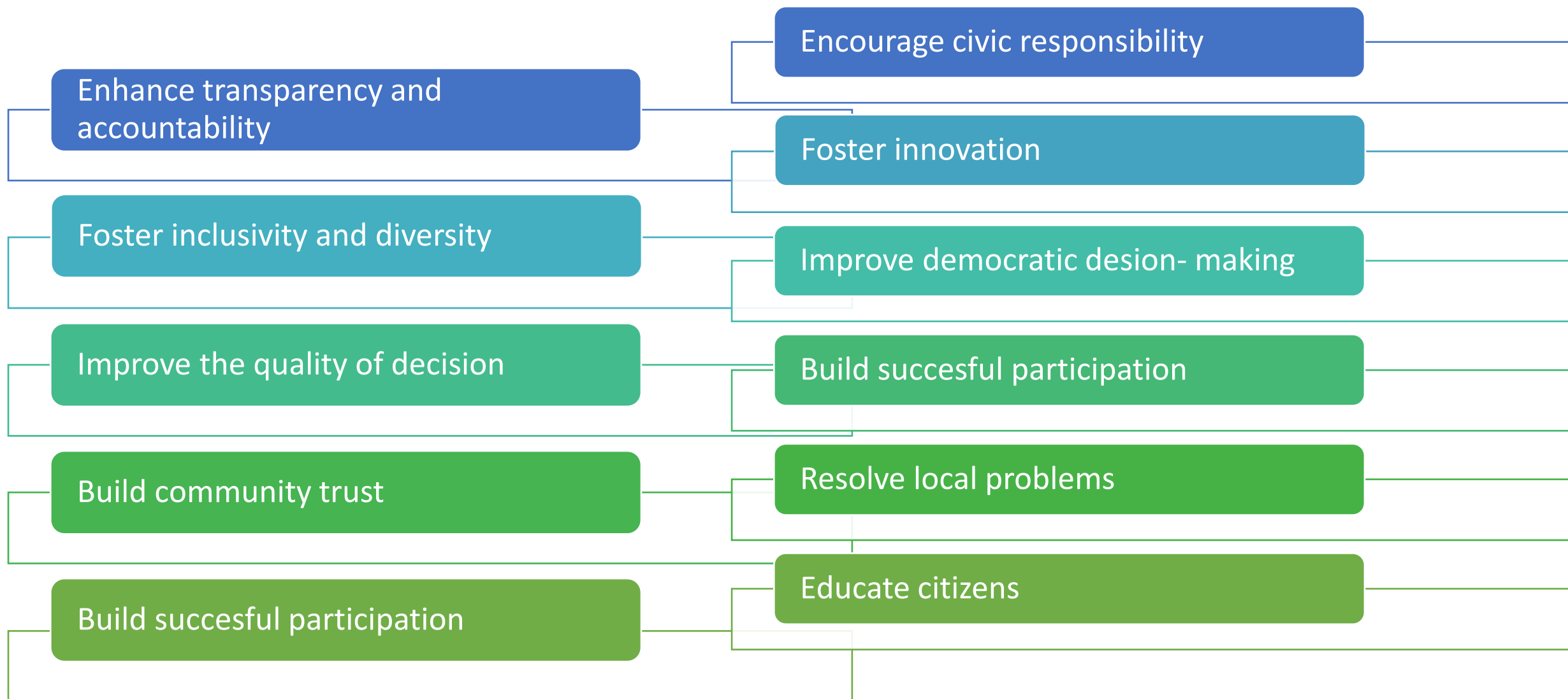
What are the main reasons for engaging the community? What do we hope to learn? What are the beneficial outcomes for the community?

1.

2.

3.

## What do we achieve by public participation?



## Strategy for engagement

help the community remain engaged throughout the long-term implementation of urban plans.

Short term

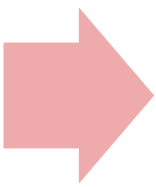


Long term

Term of  
Involvement

when citizens feel ownership, they are more likely to support necessary changes

Inform



Decide

Level of  
Engagement



## How to identify stakeholders?

Stakeholders:

**Internal**

**External**

**Agencies,**

**Visitors.....**

**Government officials  
and Policy makers**

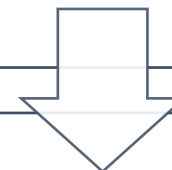
The media

**Residents, Business  
owners, Community  
groups,  
NGOs**

**Have their needs  
and preferences  
which should be  
taken into account.**

### 1 Define your project scope

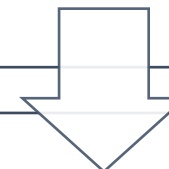
specific problem, opportunity, objectives, deliverables, boundaries, and assumptions



### 2 Identify your potential stakeholders

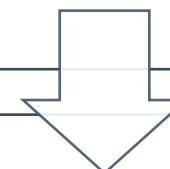
have an interest or influence in your project or are affected by its outcomes.

**Tools: brainstorming, mapping, interviewing, surveying, or reviewing existing documents.**



### 3 Analyze your stakeholders

assessing their characteristics, expectations, interests, power, and influence in relation to your project. **Tools : CHARTS, MAPPING**



### 4 Prioritize stakeholders

decide how to allocate time, resources, and attention to different stakeholders and how to communicate and interact with them.

## When should you identify stakeholders and their interests?

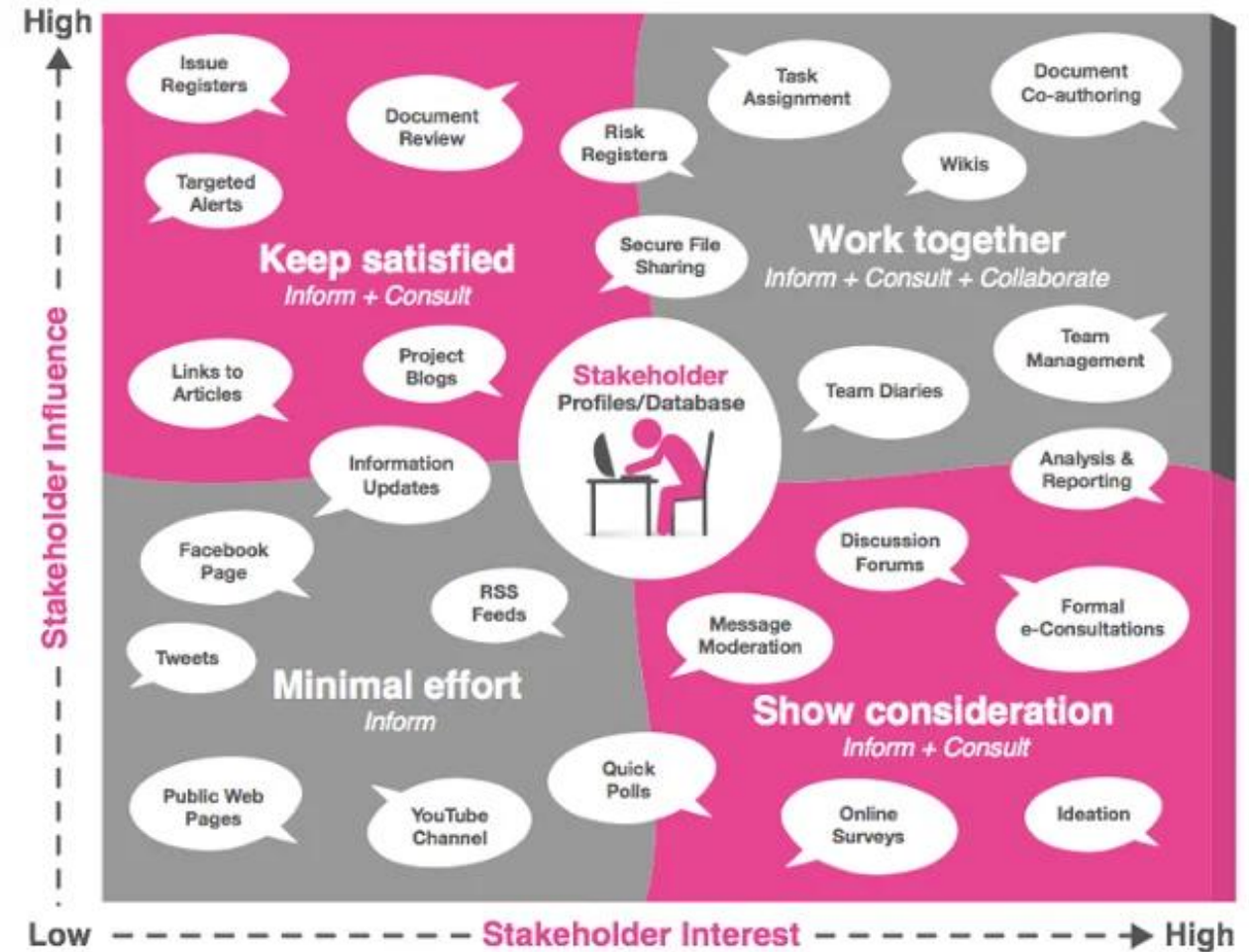
1. If you **want to involve stakeholders** in a participatory process, the reasons are obvious.
2. If your **intent is a participatory action research project**, stakeholders should be included in any assessment and pre-planning activities as well as planning and implementation.
3. If you want your **process to be regarded as transparent**, stakeholder involvement from the beginning is absolutely necessary.
4. If your effort **involves changes that will affect people** in different ways, it's important that they be involved early so that any concerns or barriers show up early and can be addressed.

## How do you identify and analyze stakeholders and their interests?

### The 6 steps of stakeholder mapping



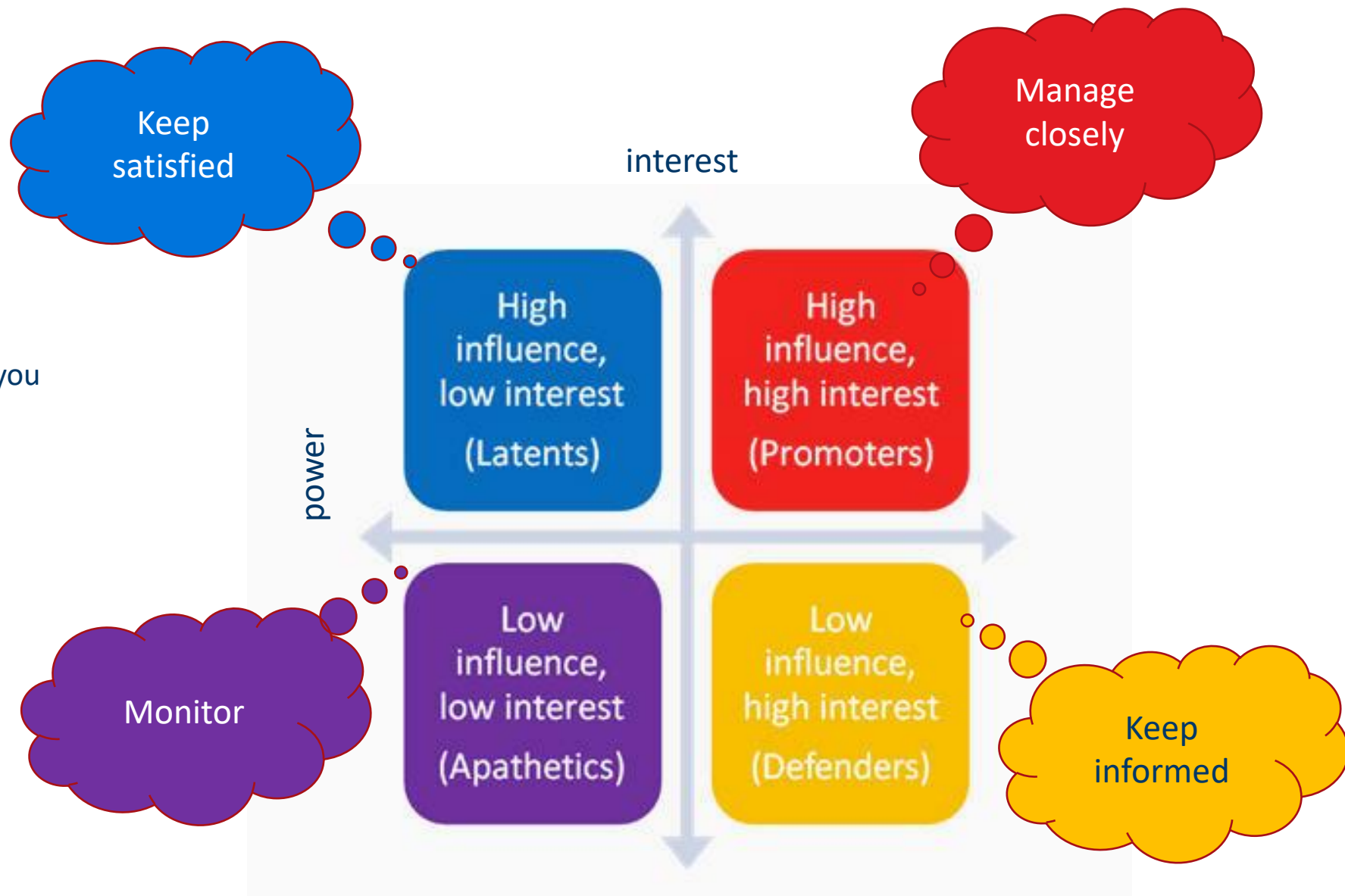
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<https://www.kahootz.com/collaboration-tools-which-boost-stakeholder-engagement/>

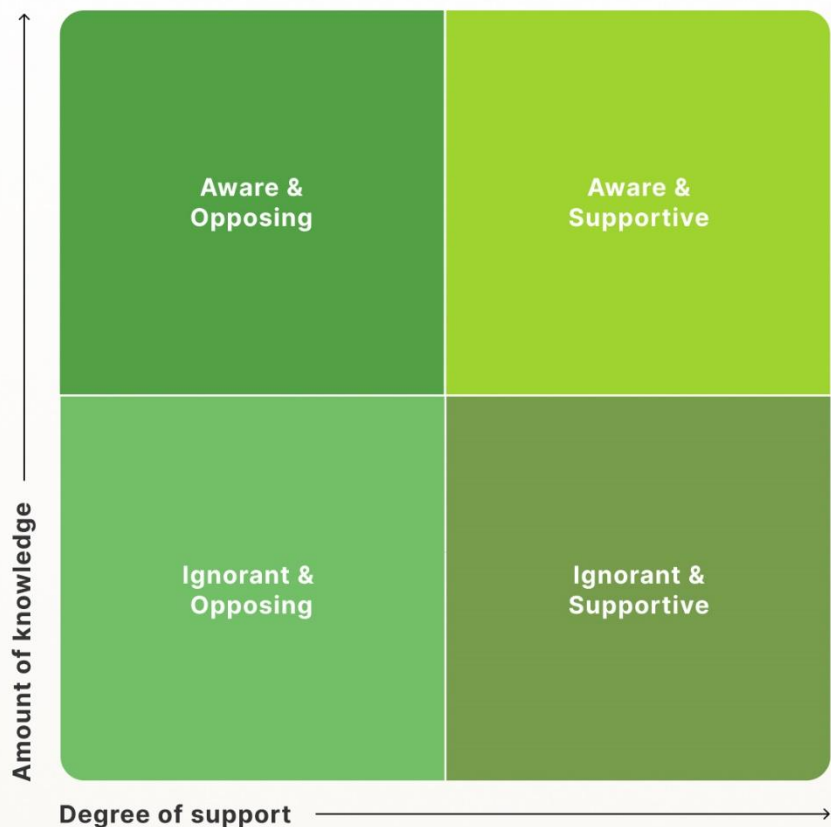
## Stakeholder Power/Interest Grid

- *Brainstorm.*
- *Collect categories and names from informants in the community*
- *Consult with organizations.*
- *Get more ideas from stakeholders as you identify them.*
- *If appropriate, advertise.*



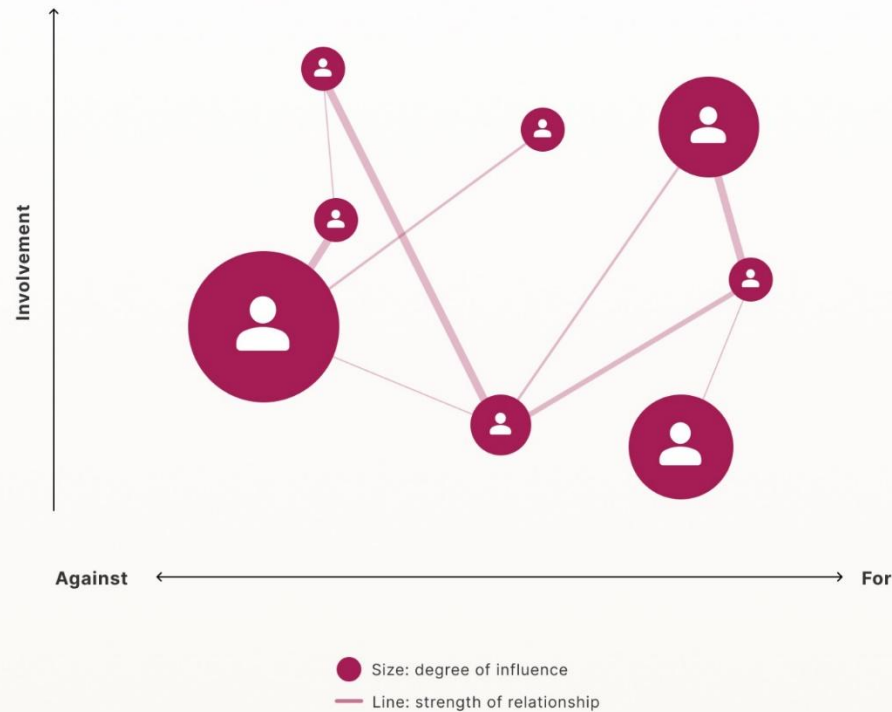


### Stakeholder Knowledge Base Chart



1. **Aware / Opposition** – These stakeholders may be a risk and require management.
2. **Aware / Support** – These stakeholders are worth keeping informed so they can continue to champion your project or work.
3. **Ignorant / Opposition** – Increasing the understanding of these stakeholders may help to change their attitude.
4. **Ignorant / Support** – Engaging with these stakeholders will help to keep them onboard and strengthen their support.

### Stakeholder Relationship Mapping



The challenge is to focus on the right stakeholders who are **currently important** and to create a visual representation of this critical sub-set of the total community - the key stakeholders

## What is planners role?

- **Responsibility**

- Where is the border?
- Who knows what – substantive preparation, expert knowledge, local conditions?
- Donor or recipient?

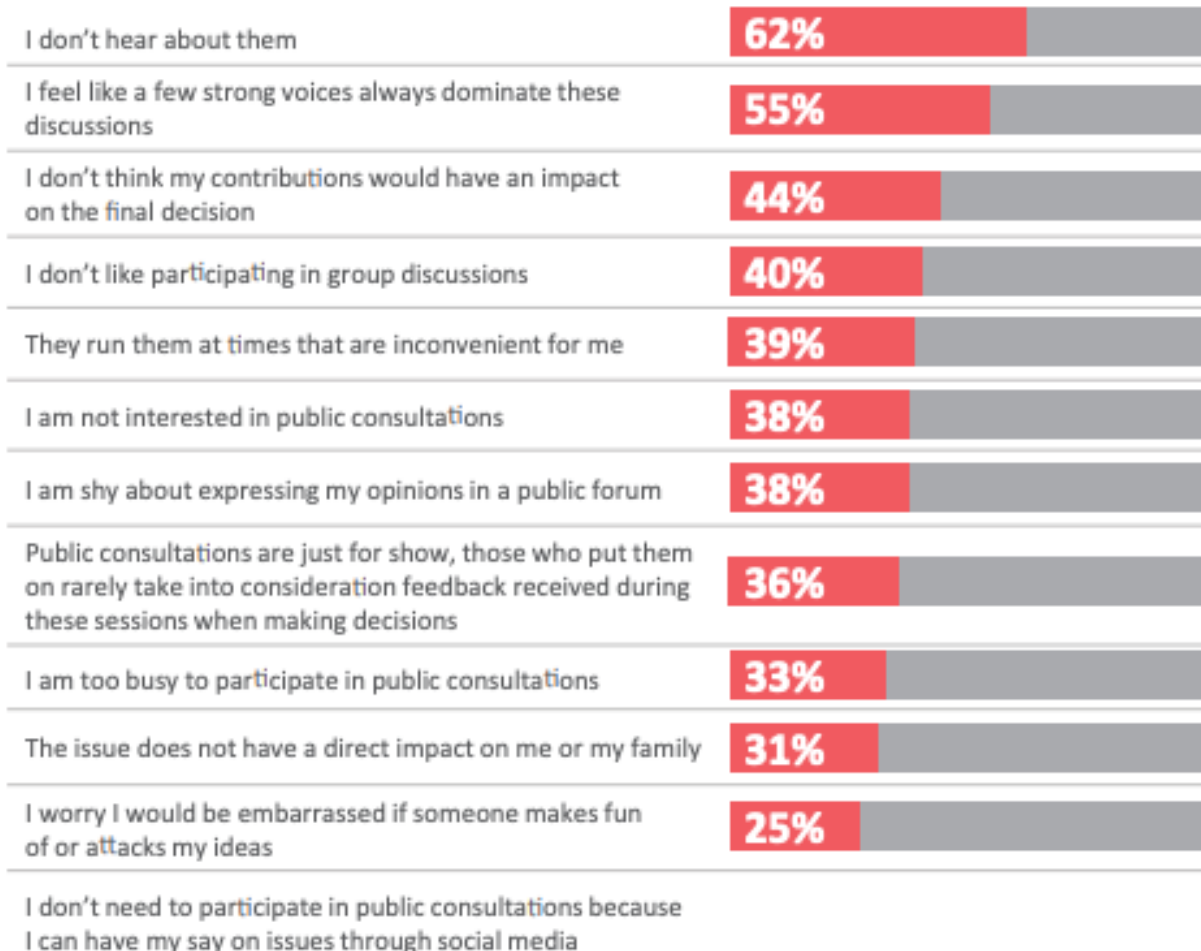
- **Cooperation**

- According to law
- Planned - European fund, projects
- Spontaneous



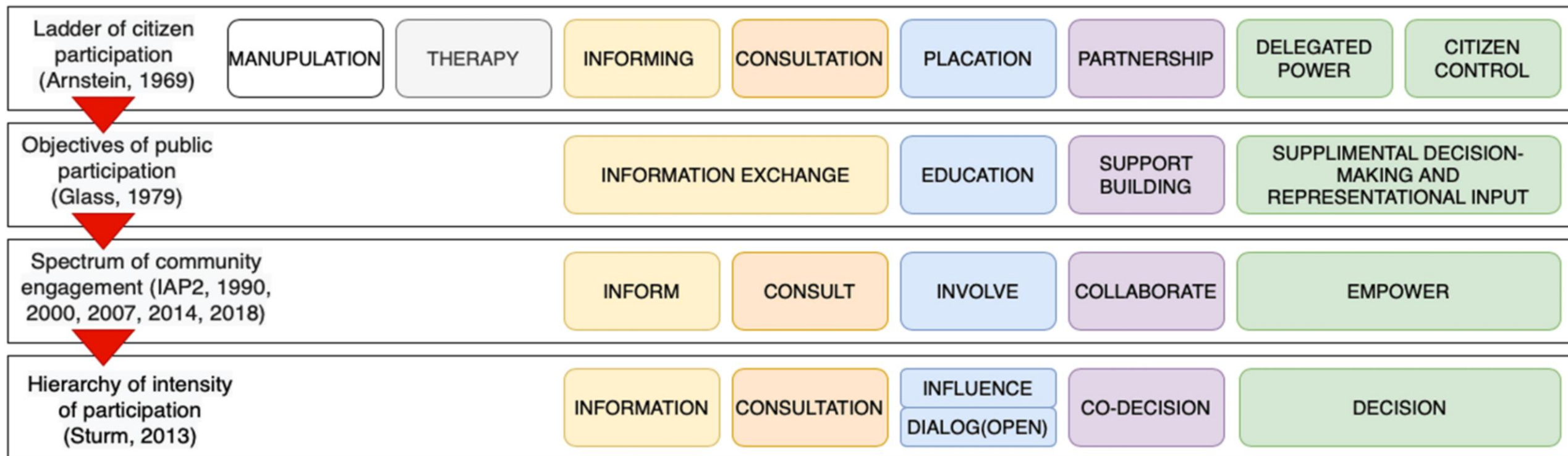
## What are barriers of participaiton?

### Barriers to Participation





## What are the concepts of the engagement?



Project stage

Conceptual  
design


Professional  
design

Post  
development

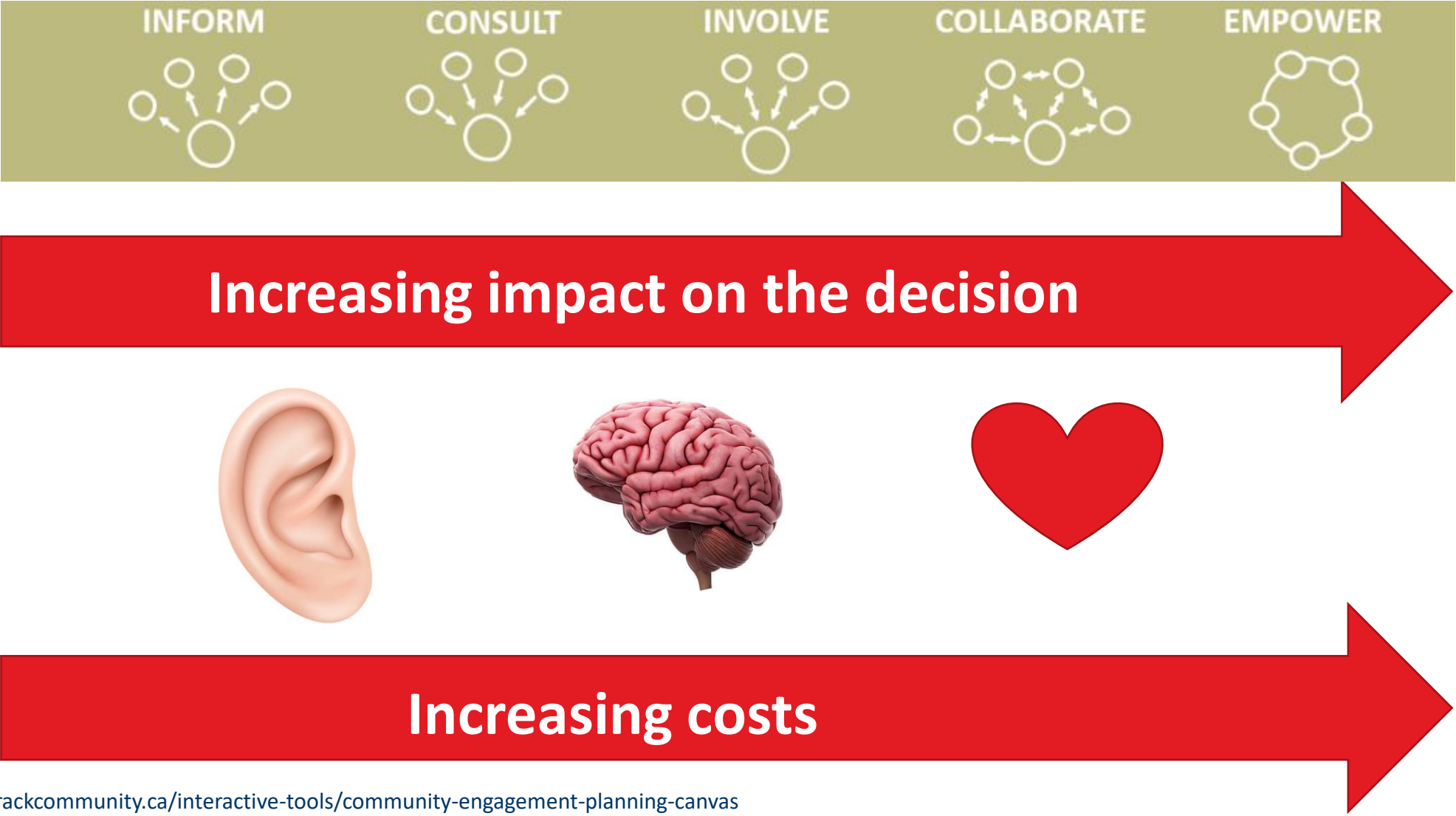
Briefing

Project  
development

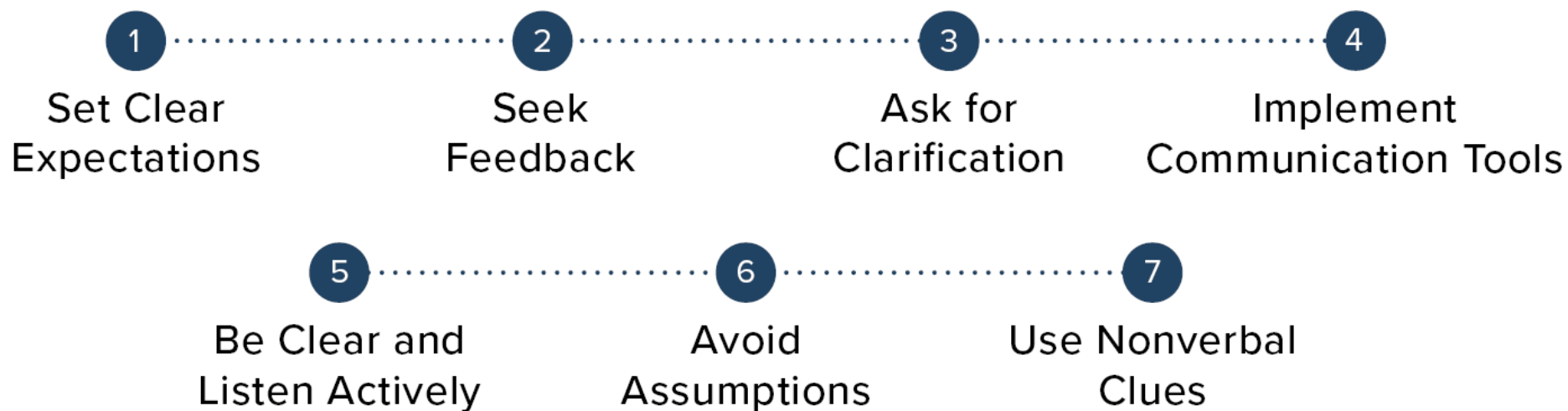
## Level of engagement

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
					
GOAL	To provide people with balanced and objective information to assist them in understanding the problem, alternatives, and solutions.	To obtain feedback on analysis, alternatives, and/or decisions.	To work directly with people throughout the process to ensure their concerns and aspirations are consistently understood.	To partner with impacted community members and groups in each aspect of the decision from development to solution.	Shared leadership of community-led projects with final decision-making at the community level.
STYLE	"Here's what's happening."	"Here are some options, what do you think?"	"Here's a problem, what ideas do you have?"	"Let's work together to solve this problem."	"You are leading, how can we support you."

# How does engagement level builds the efficiency?



## 7 Tips for Overcoming Workplace Communication Challenges





## How to ask questions?

### Effective questions:

- Help people discover their own knowledge
- Help us make meaning of what we've experienced
- Expand thinking about possibilities
- Clarify what really matters
- Surface assumptions and diverse perspectives
- Accelerate a group's movement forward
- Build empathy and connection
- Surface what, if clarified, would help things flow better
- Are brief

### Dimensions of Effective Questions

- **Context** - What framing is needed for group members to engage with the question?
- **Construction** - What if / how might we?
- **Scope** - What is the scope? What limitations?
- **Assumptions** - What knowledge are we each bringing? Where do we find additional information?
- **What we're listening for:** What is the the core purpose of the discussion that the question will prompt? What should I listen for amidst the many ideas that will emerge to support the group in its work? What is the the core purpose of the discussion that the question will prompt? What should I listen for amidst the many ideas that will emerge to support the group in its work?



## How to ask questions?

### Questions to understand what matters to people:

What do you want?

What do you need?

What makes it matter?

### Questions to build shared understanding of what's true today:

What is working?

What is not working?

Who (or what) energizes you?

### Questions to explore possibilities:

What is possible?

What if yes?

What if no?

### Questions to build clarity

What are potential harmful / unintended consequences?

What pieces of the current inequitable systems does [the proposal] accept?

Who benefits?

## Why do we need different methods?



## Tools for engagement

# Barriers to Participation

I don't hear about them

62%

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
EXAMPLE TECHNIQUES	<ul style="list-style-type: none"> <li>Website</li> <li>Email</li> <li>Public meeting</li> <li>Webinar</li> <li>Videos</li> <li>Infographics</li> <li>Social media</li> <li>Ads</li> <li>Posters</li> <li>Information hotlines</li> <li>Presentations/ live streaming</li> <li>Expert panel</li> <li>Displays / exhibits</li> <li>Site visits / tours</li> <li>Media coverage</li> </ul>	<ul style="list-style-type: none"> <li>Polls</li> <li>Voting</li> <li>Surveys</li> <li>Interviews</li> <li>Focus groups</li> <li>Online forums</li> <li>Online commenting</li> <li>Social media discussion/ townhalls</li> <li>Voicemail commenting</li> <li>Door-to-door</li> <li>Kitchen table talks</li> <li>Open houses / pop ups</li> <li>Comment boxes</li> <li>Art &amp; theatre</li> <li>Deliberative poll</li> </ul>	<ul style="list-style-type: none"> <li>Workshops or Large group meetings</li> <li>Crowdsourcing ideation</li> <li>Mapping</li> <li>Data Walks</li> <li>Digital storytelling</li> <li>Mind-mapping</li> <li>Visioning</li> <li>Advisory groups</li> <li>Scenario testing</li> <li>Citizens panels</li> <li>Design labs &amp; hackathons</li> <li>Participatory budgeting</li> <li>Leadership development</li> <li>Forum theatre / Theatre of the oppressed</li> <li>Document co-creation (docs, virtual whiteboarding)</li> <li>Open space</li> <li>Citizen's initiative review</li> </ul>	<ul style="list-style-type: none"> <li>Steering groups and working groups</li> <li>Workshops</li> <li>Document Co-creation (docs, virtual whiteboarding)</li> <li>Online communities</li> <li>Working groups/ study circles</li> <li>Co-design</li> </ul>	<ul style="list-style-type: none"> <li>Decision-making platform</li> <li>Citizen committees</li> <li>Citizen juries</li> <li>Asset-based Community Development</li> <li>Participatory budgeting</li> </ul>



Virtual  
interaction

Physical  
interaction

*Digital public participation – add + pros and – for cons*



[Menti.com](https://www.menti.com/join/33940256)

The code 3394 0256

# Let's Get Digital! – 52 Tools For Online Public Engagement

| December 15, 2015 | 5 Comments

Civocracy”

 **bangthetable.**  
now part of  GRANICUS

 **citizenlab**

 **WeSolve**  
BETTER TOGETHER

 **OPENGOV**

**Caitlyn Horose** pulled together the list ‘*50 Tools for Online Public Engagement*’ to which we have added two more to the list to make it 52. We have reprinted this list below.

So, here are 52 tools for online engagement in no particular order (and with no implied endorsement). These digital platforms can help government consult, collaborate with, and empower citizens in community decision-making.

Feel free to [get in touch](#) if you would like to discuss using any of these tools for future projects.

1. **coUrbanize**: List project information for development proposals and gather online feedback.
2. **Cityzen**: Gathers feedback by integrating polling and social media sites.
3. **Community Remarks**: Map-based tool for facilitating dialogue and collecting feedback.
4. **Crowdbrite**: Organizes comments for online brainstorming sessions and workshops.
5. **EngagementHQ**: Provides information and gathers feedback for decision-making.
6. **MetroQuest**: Incorporates scenario planning and visualizations for informing the public and collecting feedback.
7. **SeeClickFix**: For reporting and responding to neighborhood issues.
8. **Neighborland**: Forum that encourages community discussion and action at the neighborhood level.

## Community engagement platforms

**Application:** Engaging citizens in decision-making processes and gathering opinions.

**Examples of tools:** SeeClickFix, MindMixer, Bang the Table.

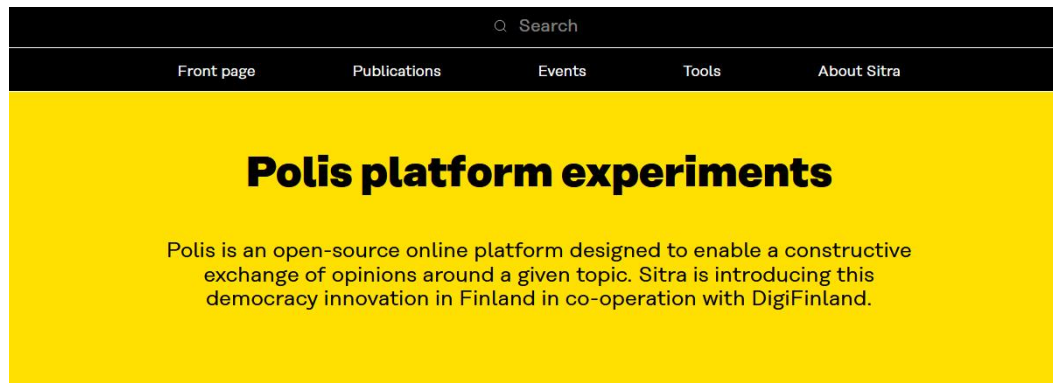
**Applications:** Reporting infrastructure issues, collecting public opinions on projects, planning community resilience.

### Better Reykjavik<sup>13</sup>

Better Reykjavik is an online community voting and engagement platform. Launched in 2010, it was part of a strategy to restore public trust in Iceland's political institutions. The first 'community' (message forum for city development ideas) was set up on the website Open Consultations. The city has since deployed more communities, such as a yearly participatory budgeting forum. In 2017, the city crowdsourced/co-created the City's education policy.



**Polis** – a tool for conducting online debates, enabling users to express opinions on various topics and evaluate others' ideas to find a consensus



**Sitra wants to revolutionize participation in political decision-making with a simple digital tool**



**A new online platform on which everyone dares to tell their opinions piloted in Finland**



[Sign in](#)

# Input Crowd, Output Meaning

Polis is a real-time system for gathering, analyzing and understanding what large groups of people think in their own words, enabled by advanced statistics and machine learning.

Polis has been used all over the world by governments, academics, independent media and citizens, and is completely open source.

## Get Started

[Sign up](#) or [Sign in](#)

## Read

Press coverage from [The New York Times](#), [MIT Tech Review](#), [Wired](#), [The Economist](#), [Center for Public Impact](#), [Civicist](#),

Virtual  
interaction

Physical  
interaction

*Physical public participation - – add + pros and – for cons*



[Menti.com](https://www.menti.com)

The code 3394 0256





**ClimateCafé Cabo Verde, February 2025**

POSTED ON AUGUST 8, 2024 BY RICK HEIKOOP



**ClimateCafé Egypt, January 2025**

POSTED ON AUGUST 8, 2024 BY RICK HEIKOOP



**ClimateCafé River Challenge Cebu, April 2025**

POSTED ON APRIL 29, 2024 BY CLIMATECAFE

ClimateCafé event in Cebu City, Philippines, will take place in April 2025. The River Scan Challenge 2025 will be the... [READ MORE](#)

## Why ClimateCafé?

there is an urgent need to become more resilient.

**What is ClimateCafé?** ClimateCafé is a field education concept involving different fields of science and practice for capacity building in climate change adaptation..

**ClimateCafe GroenBlauw** is a weekly online event to share (inter)national knowledge about green and blue infrastructure: <https://climatecafe.nl/news/>

**ClimateCafe Field education:** over 50 episodes around the globe you can find here: <https://climatecafe.nl/news/>



<https://climatecafe.nl/>

## What are impetus manual and IT tools



Innovative Measurement Tool towards Urban Environmental  
Awareness (2019-1-PL01-KA203-065129)

[News](#)[The IMPETUS project](#)[The Consortium](#)[Associated Partners](#)[Outputs](#)[IMPETUS APP](#)[Intranet](#)

Here are the reports of the different Intellectual Outputs (IO) of the project. To select an IO

The source code of the apps can be found here:

Climatescan database code – <https://gitlab.robbytu.net/climatescan/climatescan-docs>

The IMPETUS application code – <https://github.com/aauiimpetus>

Game code – <https://github.com/aauiimpetus>

## The full re

All the project deliverables may be used under the license [CC BY-NC](#).  
adapt, and build upon the material in any medium or format for noncom  
is given to the creator.

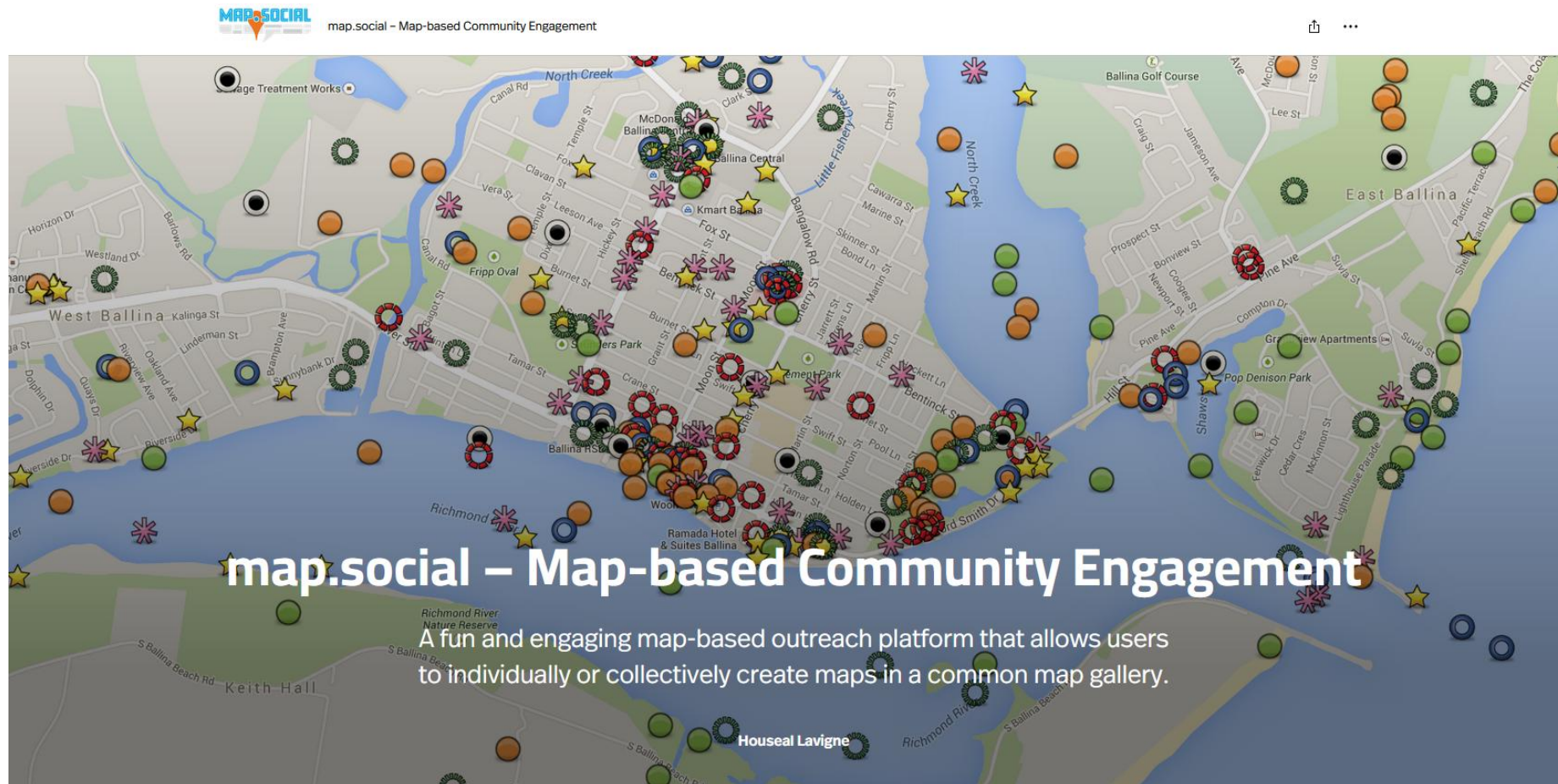
[IMPETUS Manual](#) [Download](#)

[Water biological and micro plastic pollution](#)[Flooding](#)[ClimateScan](#)[Heat stress](#)[Drones measurements](#)[Riverine plastic waste measurements](#)[Geo-Questionnaire](#)[Problem sketching and visual storytelling](#)[IMPETUS APP](#)[Street Scorecards](#)[Teaching guidelines](#)[Weather parameters](#)

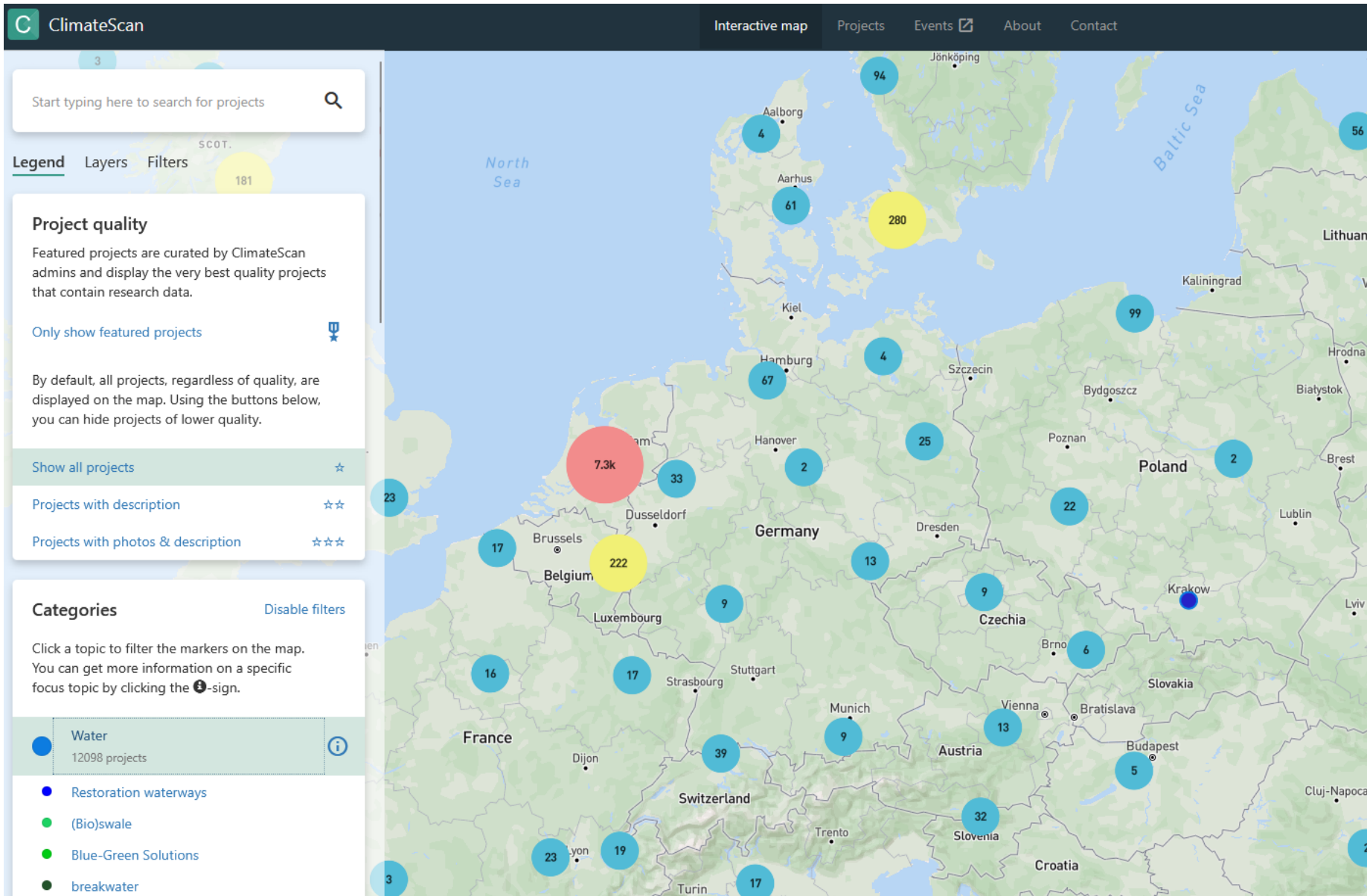
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## Map-based tools

**map.social** is a web-based community issues mapping tool, fully integrated with ArcGIS and ArcGIS Online.

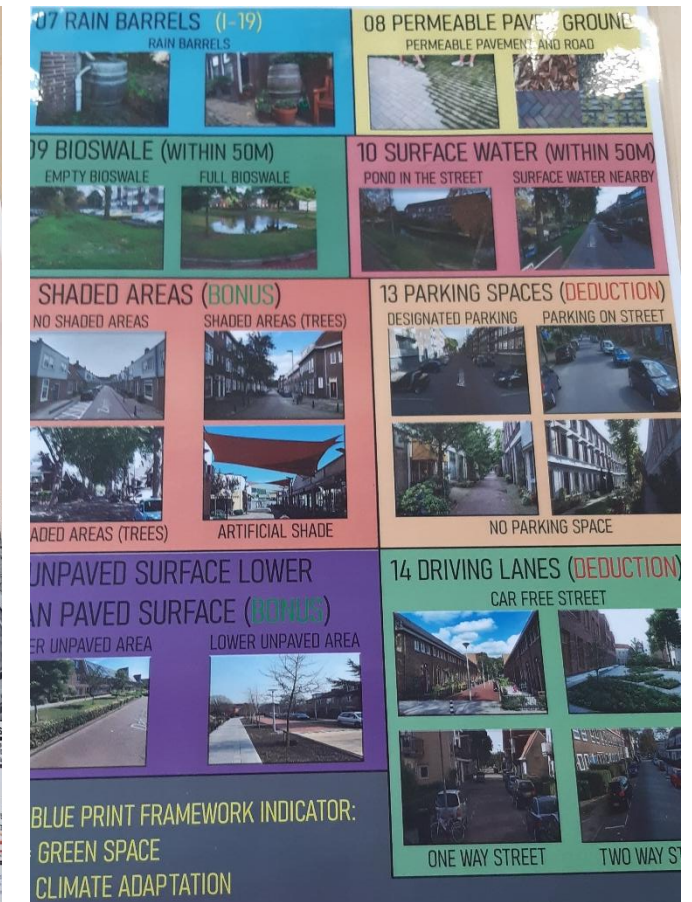






# Implementation of tools for monitoring the local environment, easy and accessible for residents

## IMPETUS - [impetus.aau.at](https://impetus.aau.at)

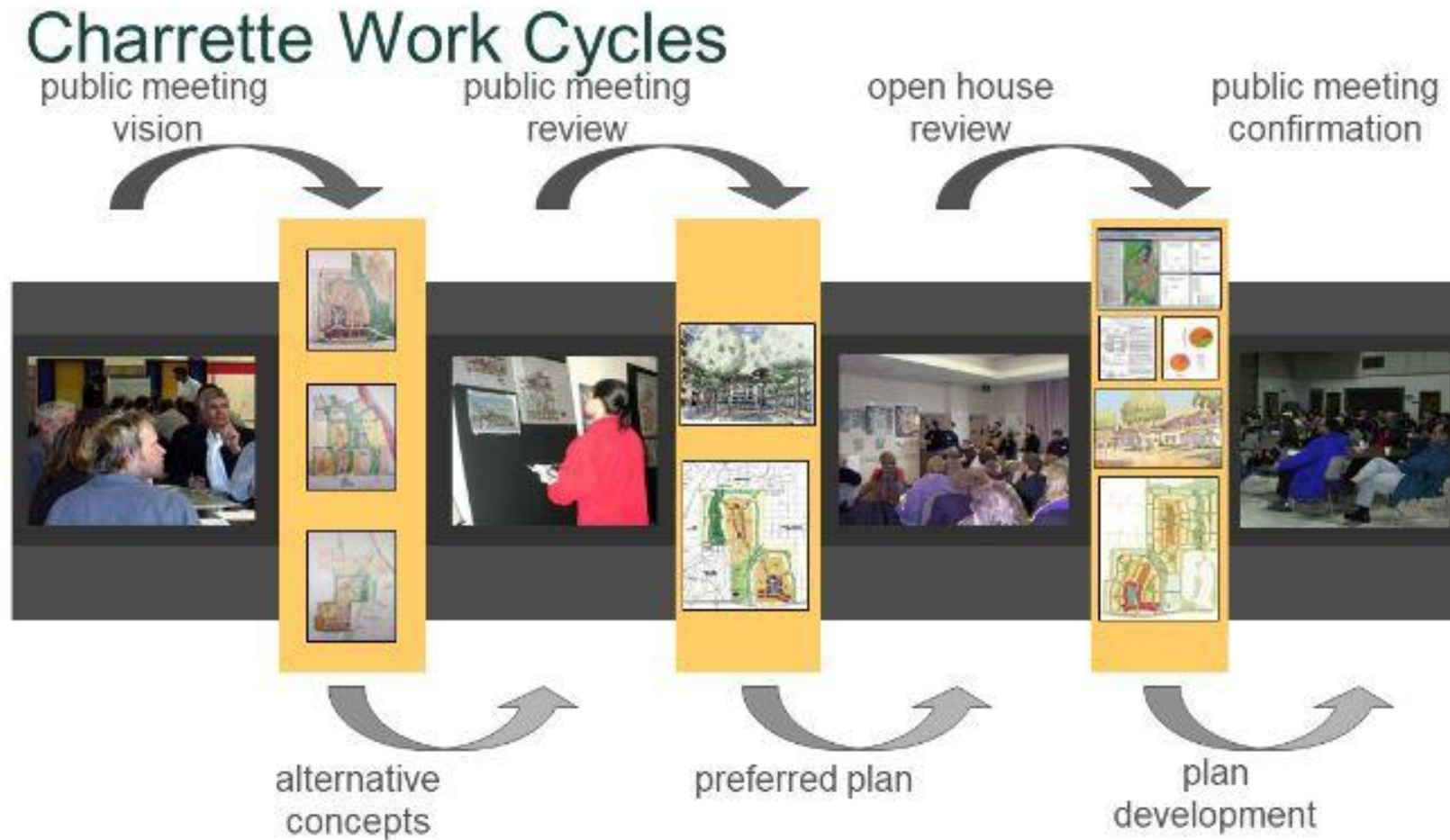




## Integrated Design (ID) Charrettes

A charrette is an intense period of design or planning activity.

1



### Perkins&Will's community-driven campus master plan for the University of Kansas

Perkins&Will innovatively integrated community input with campus design utilizing the [Maptionnaire platform](#), transforming this challenging situation into an award-winning success.

#### Quick facts

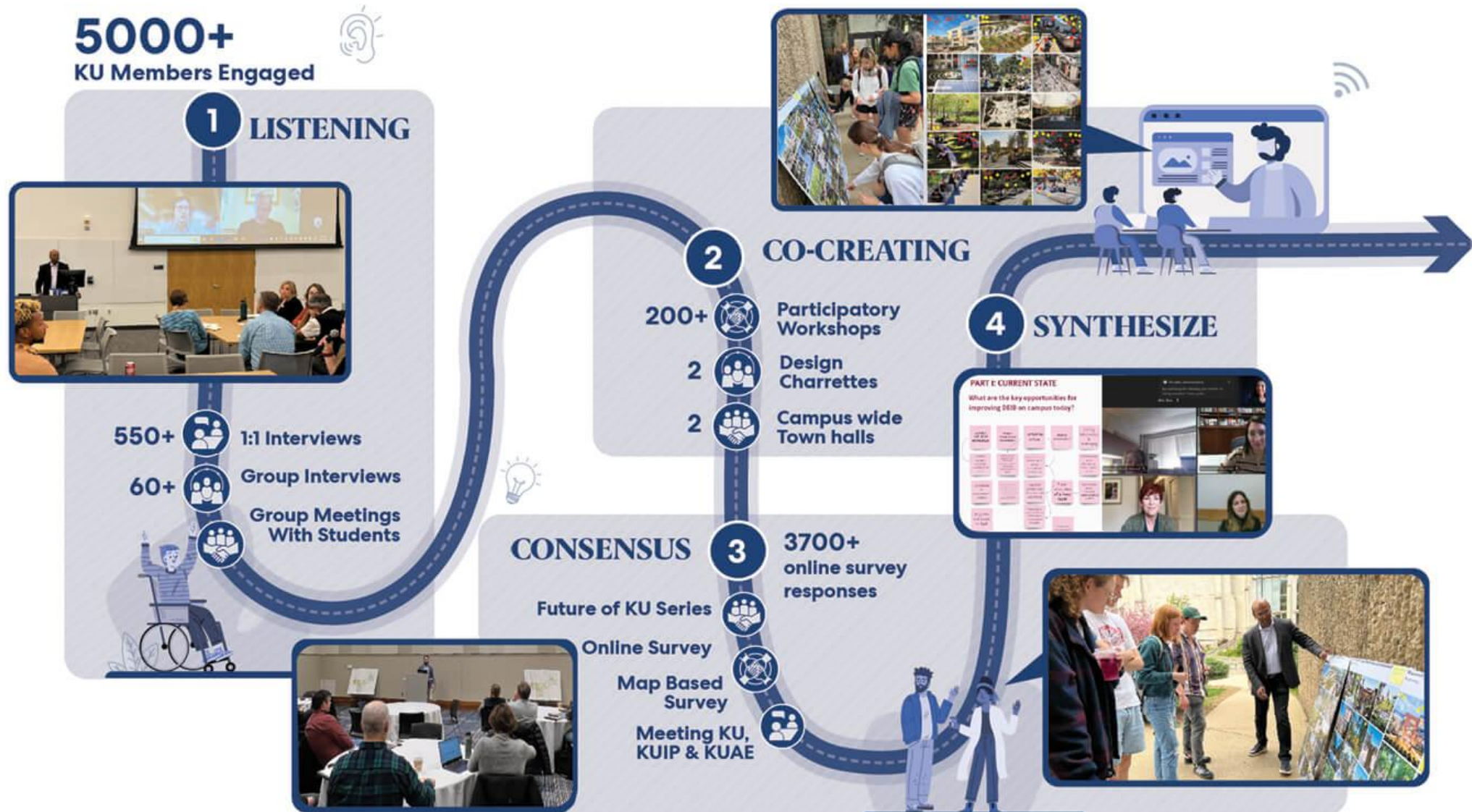
1. Meaningfully engaged 5000 students, employees, and other community members, including 1600 participants through the Maptionnaire Community Engagement Platform
2. Collected 18,000 GIS-compatible data points for the 1000-acre campus, its landscape, and its 200 buildings
3. Received the [2024 Honor Award for Excellence in Planning of an Existing Campus](#), from the Society for College and University Planning (SCUP)

**1. Stakeholder meetings** were the starting point and a staple along the way for focused collaboration

**2. Workshops, town halls, and charrettes** were opportunities to share and co-create with the larger community

**3. A digital map-based questionnaire** – a *maptionnaire* – was the single largest source of input, collecting volumes of valuable community insight

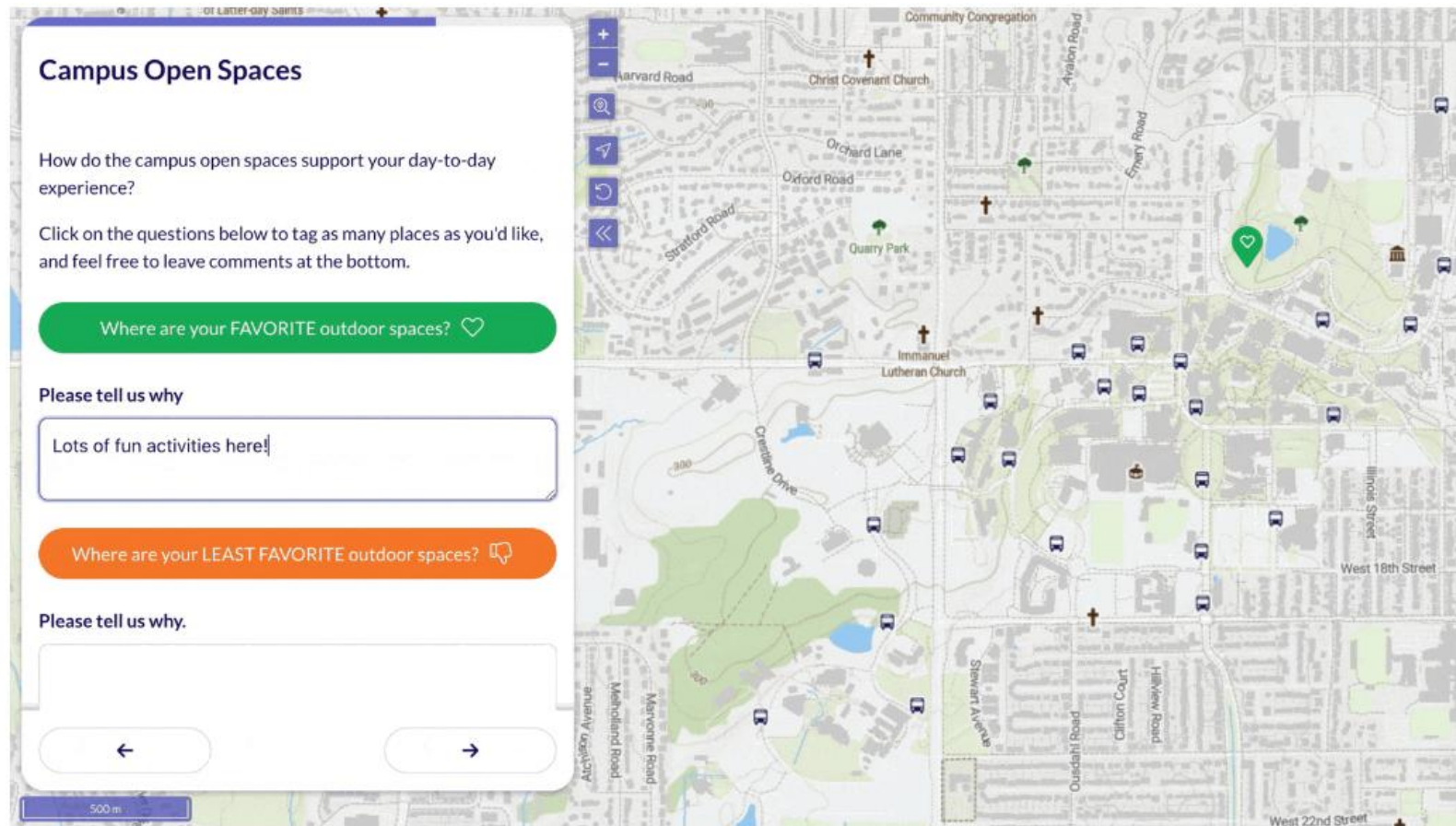
## Map-based tools – case study Perkins&Will's





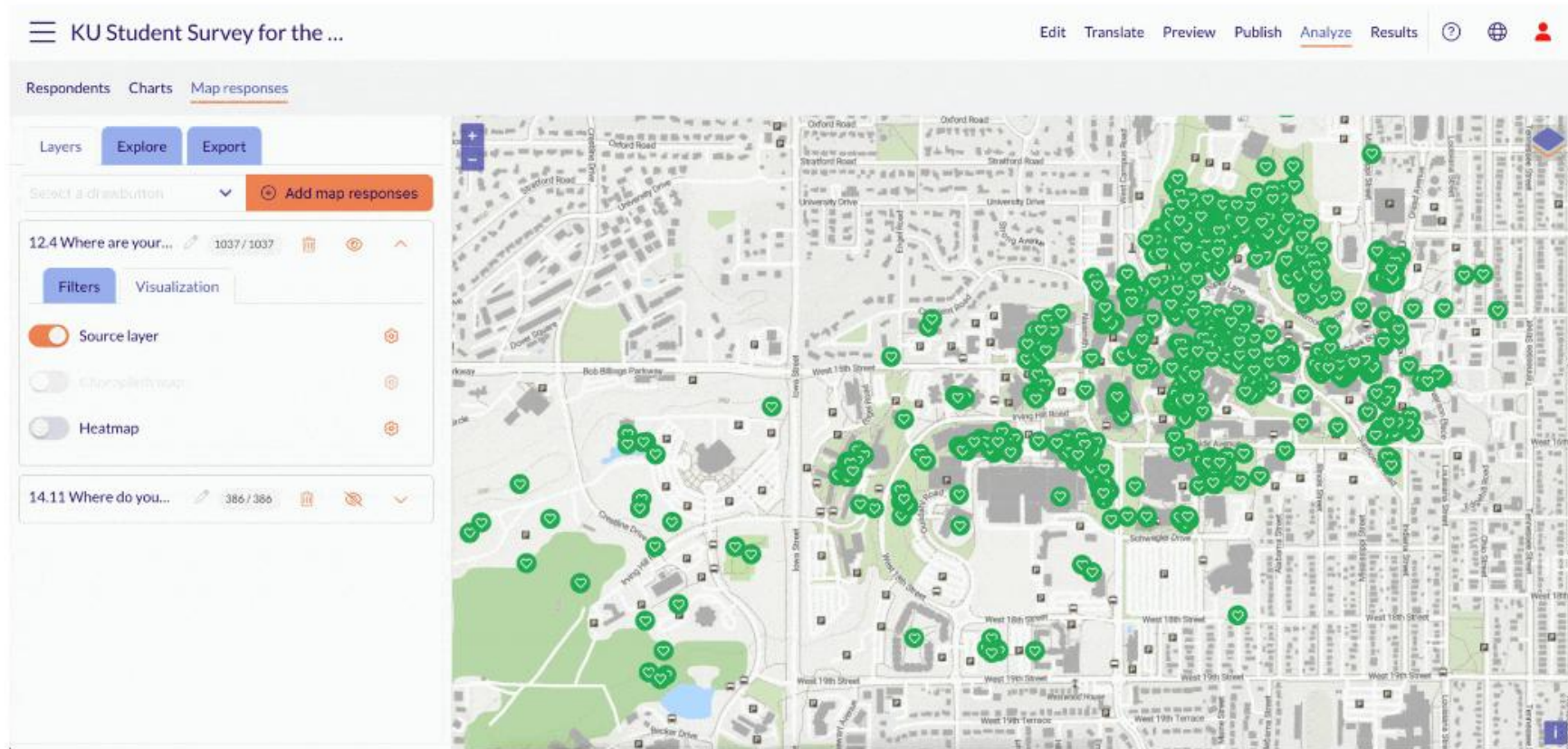
## Map-based tools – case study Perkins&Will's

### Collecting input



Using the Maptionnaire platform, respondents can simply open a browser on their mobile device to start giving map- and text-based feedback. Above, a respondent marks their favorite place on campus and writes an explanation (Image credit: Maptionnaire)

## Analyzing responses



On the back-end, Maptionnaire's built-in analysis tool quickly filters data and generates heat maps. Above, the Maptionnaire-generated heat map displays students' favorite outdoor spaces on campus  
(Image credit: Maptionnaire)



## Designing for the community



How could Jayhawk Quad also become a favorite campus spot? Maptionnaire responses clarified that adding shade could make a big difference, informing Perkins&Will's well-shaded landscape design, shown above (Image credit: Perkins&Will)



## Map-based tools – case study Perkins&Will's

### Communicating the process



Maptionnaire's visual and easy-to-show results help transparently communicate the entire process, building a shared understanding (Image credit: Perkins&Will)



Thank you

[dominika.wroblewska@pg.edu.pl](mailto:dominika.wroblewska@pg.edu.pl)

## Picture links

<https://medium.com/on-the-agenda/deepening-public-participation-summary-and-resources-b1b8e927d4c4>

<https://www.statedevelopment.qld.gov.au/news-and-events/what-is-nimby>

<https://blog.harmonycr.com/cave/>

<https://www.urbaninnovators.com/fun-urban-planning-quotes>

<https://lizbeth90867.wordpress.com/2014/10/16/lulu/>

<https://www.mdpi.com/2071-1050/13/16/8992#>

<https://nabpilot.org/tips-and-tools-for-remote-brainstorming/>

<https://www.planning.wa.gov.au/how-does-planning-work/public-consultation-in-the-wa-planning-system>

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