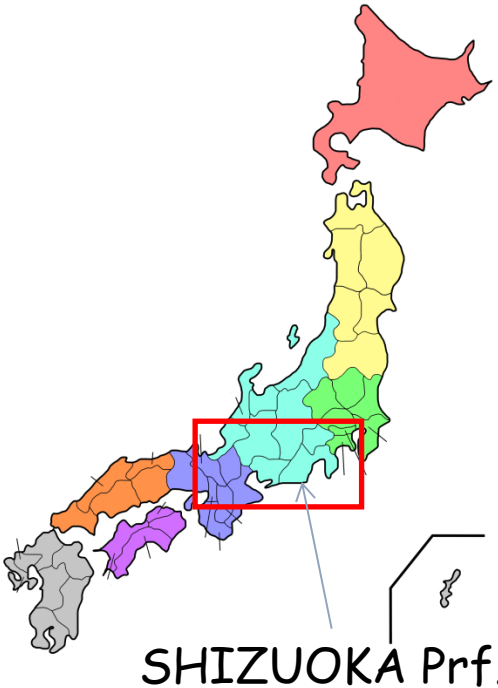# Consensus Building
Case of Railway Project

Hiro-mitsu YAJIMA Dr.Eng., P.E.Jp
Mitsubishi Research Institute, Inc.
hiyajima@mri.co.jp
TEL: +81-3-6705-6020

ELEVATED RAILWAY TRACK PROJECT

SHIZUOKA Prf.

NUMAZU

TOKYO

YOKOHAMA

KYOTO

OSAKA

IZU Pen.

BACKGROUND

1985   Study Committee for Elevated Railway Track
1994   Project Authorization
2000   Project Cancellation
2004   Reauthorization of the Project
2004   Permission for Land Acquisition
2004   300 Public Meetings, Conflict become obvious,
        Land owners refused to meet with the Mayor
2009   Dialogue between Governor and Opposition group
2011   Public Involvement Committee / Consensus Building Process began

Alternative Process

■ **Traditional Process**
- ➢ Decided by government
- ➢ Comments and Defend
- ➢ Persuade stakeholders

■ **Public Involvement**
- ➢ Participatory Process
- ➢ Prevention of conflict
- ➢ Consider interests of stakeholders
- ➢ Find win-win solution

■ **Conflict Resolution**
- ➢ Process for Resolve Conflict
- ➢ Convening Stakeholders
- ➢ Find win-win solution
- ➢ Very difficult

Persuasion:
"This is very needed, very important and meaningful for everyone. We want your cooperation."

"Please consider our needs as well…"

Before the Process

➢ Agreed on the Alternative Process
➢ Prepare the fair process and place
➢ Third-party Oversight Committee to guarantee fairness
➢ Stakeholder Analysis (interview)
➢ Spontaneous participation

Stakeholders

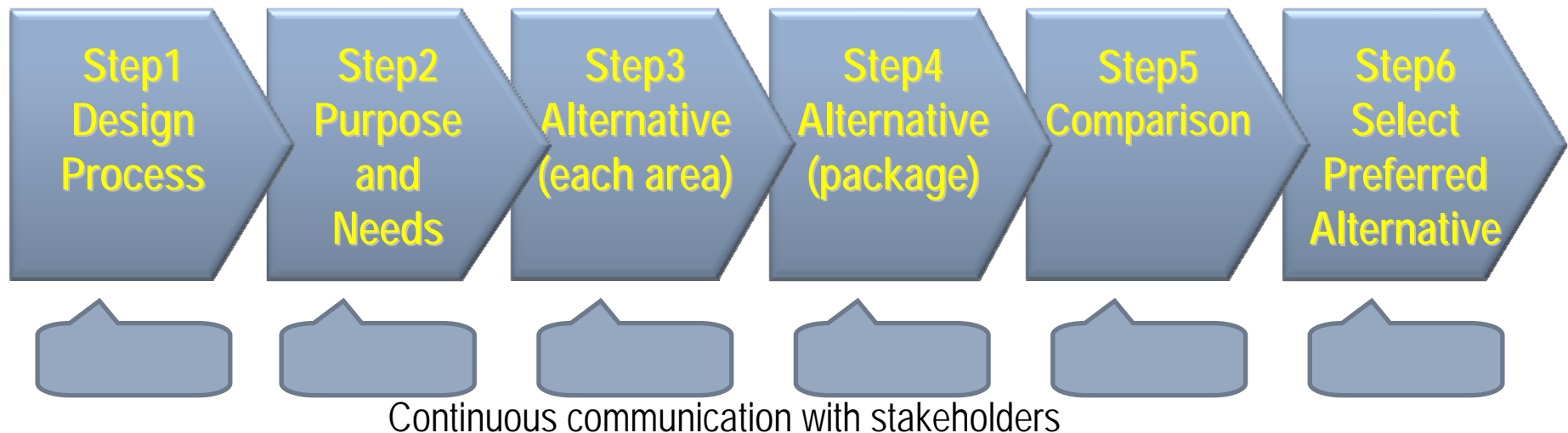| Governor	Mayor	Chamber of Commerce
Opposed Land Owners of the Freight Yard Site	Agreed Land Owners of the Freight Yard Site	Neighbors of the Freight Yard Site
Business Owners in the Central District	Opposition Group for the Elevated Track	General Public

During the Process (1)

➢ Participants agreed on the alternative Process
➢ Create the Guiding Principle to let stakeholders seek for win-win solution
➢ Reframing issues:
  ✓ Yes/No for the Project?
  ✓ What is the better Plan/Solution?

During the Process (2)

➢ Agreed on Purpose and Needs
➢ Ask for Alternatives / Preferred Alternative(s)
➢ Face to face communication
➢ Support by Skilled Facilitators
➢ Continuous Communication with the Public

Step1 Design Process	Step2 Purpose and Needs	Step3 Alternative (each area)	Step4 Alternative (package)	Step5 Comparison	Step6 Select Preferred Alternative

Continuous communication with stakeholders

Communication with Stakeholders and the Public

Width

depth

Homepage, Newsletter

Open House

Community meeting

Workshop