

Conceptual Framework

First generation immigrants as fringe community segments:

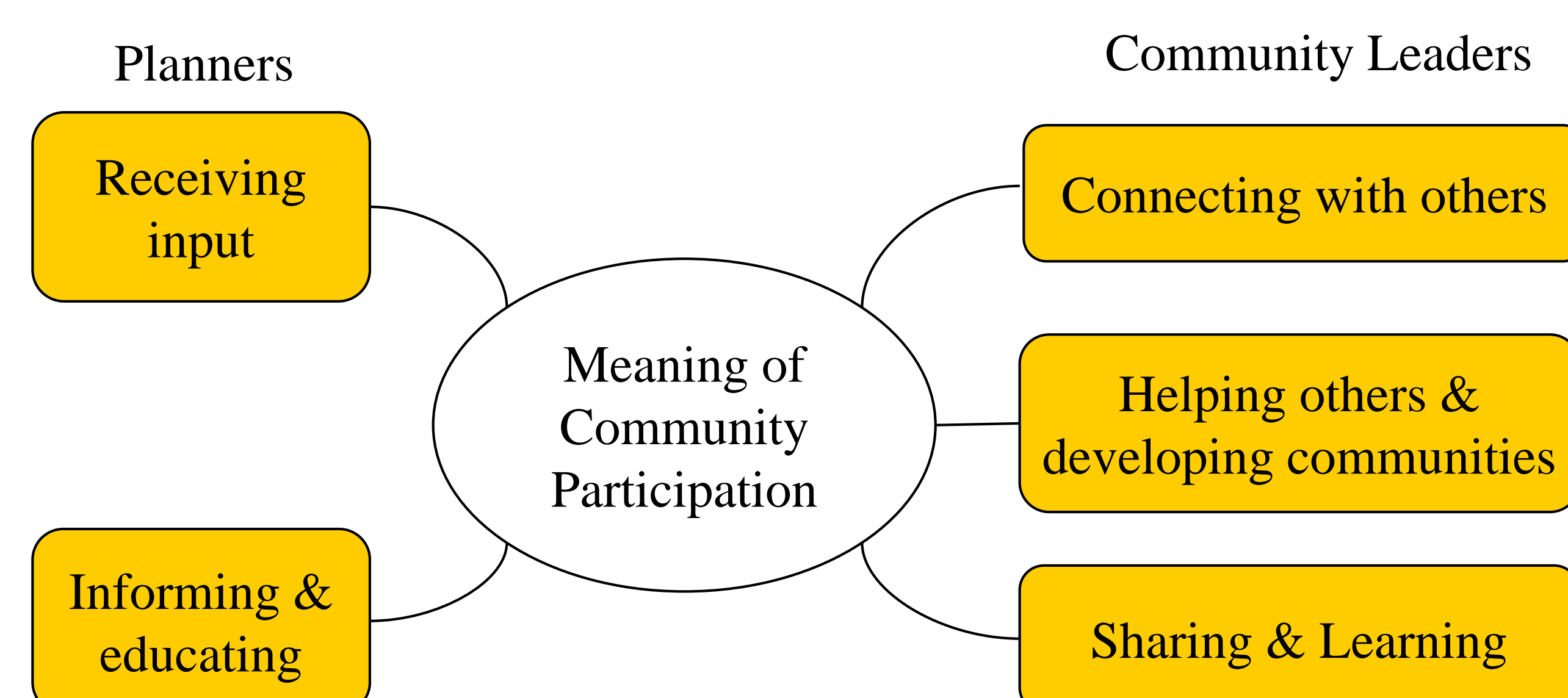
- 1) Fringe stakeholders:** stakeholder theory has been widely adopted in the tourism and park planning literature, traditionally focused on salient and powerful stakeholders. Yet, in the mainstream management literature the emphasis has shifted to fringe and less-engaged stakeholders (e.g. Crane & Ruebottom, 2011; Dunham, Freeman & Liedtka, 2006; Hart & Sharma, 2004).
- 2) Diverse segments within Communities:** community continues to be considered as a homogenous stakeholder group. Although the importance of engaging minorities and immigrants has been established in theory (e.g. Jamal & Camargo, 2014; Eagles, 2014) there has not been empirical studies on how to engage diverse communities in planning processes.
- 3) Dynamic and changing communities:** immigration is one of the main drivers of ongoing change in communities. Today's newcomers will define future communities. However, they are among the least engaged community segments.

Methodology

- A constructivist grounded theory approach: understanding the phenomenon from participants' point of view
- Case study: capturing perceptions and experiences in the context of a project that participants can relate and refer to
- Data Gathering methods: interview; observation; document analysis

Participants

- Planners: experts, senior managers, and politicians
- Partner organizations: intermediary organizations that connect planners with communities
- Community leaders: actively involved in community organizations and projects; came to Canada between 1975 and 1996



Principles of Establishing Inclusive Consultation Processes

- 1) Adopting an ongoing, long-term and communicative approach:
 - Beyond the scope of one project; starting at the point of entry
- 2) Being open to new perspectives and flexible to revisit assumptions:
 - Different perceptions of inclusiveness and participation
 - Focus on shared values, project-specific definitions, neutral language (Jamal et al., 2002)
- 3) Engaging in short-term and long-term learning:
 - Short-term: visitation programs and changes in outreach methods
 - Long-term: understanding, examining and communicating meanings, values and perceptions
- 4) Collaborating with community leaders:
 - Essential for addressing limited expertise and understanding diversity
 - Collaboration in "shaping" and "defining" the process
 - Connecting through community organizations
- 5) Designing parallel strategies and customized tactics:
 - Differences with regard to readiness, preferences, empowerment, and information needs
 - Empowering community members to join mainstream decision-making processes

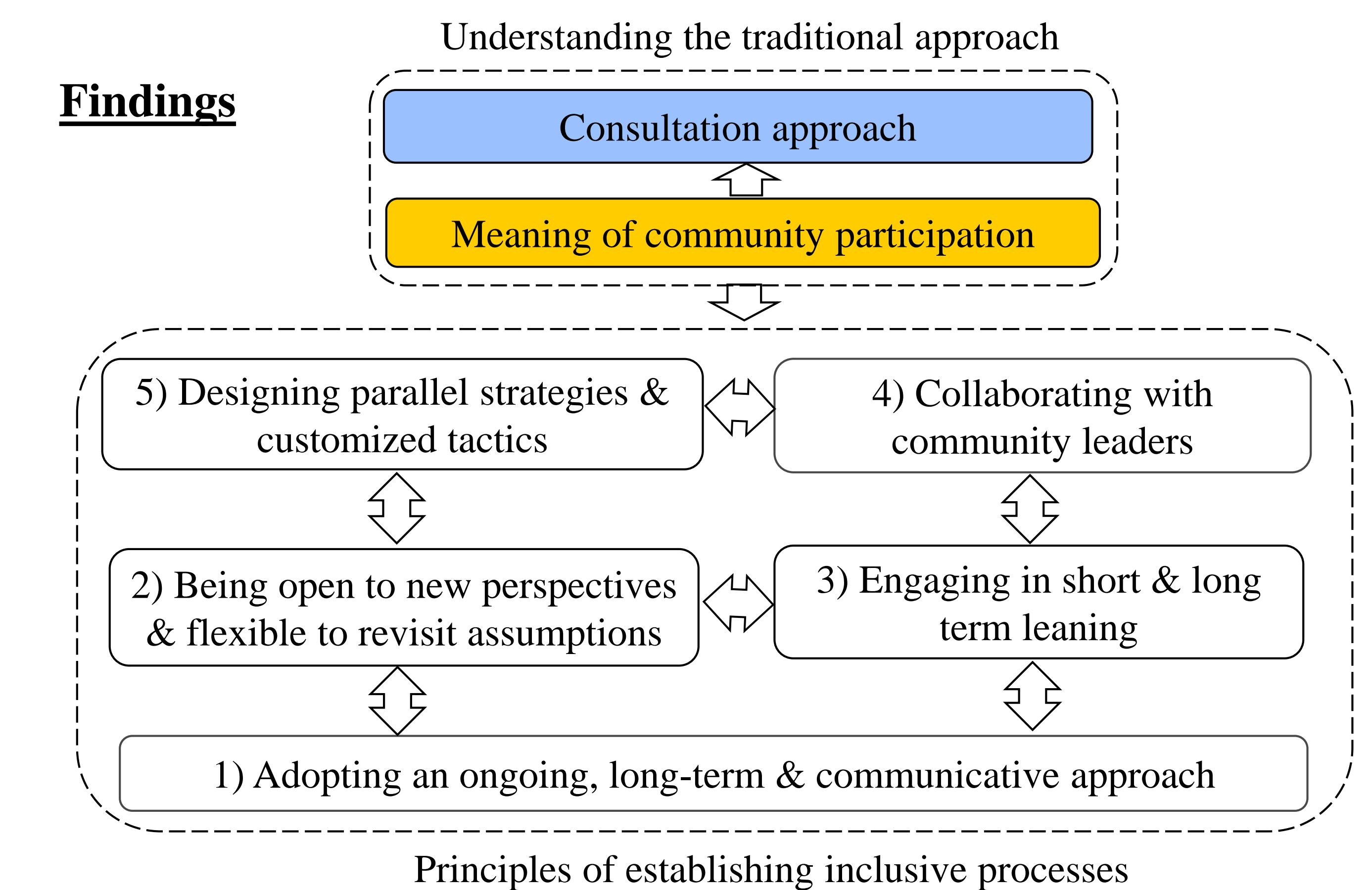
References

- Charmaz, K. (2006). *Constructing grounded theory: A practical guide through qualitative analysis*. Thousand Oaks, CA: Sage; Crane, A., & Ruebottom, T. (2011). Stakeholder theory and social identity: Rethinking stakeholder identification. *Journal of Business Ethics*, 102(1), 77-87; Dunham, L., Freeman, R. E., & Liedtka, J. (2006). Enhancing stakeholder practice: A particularized exploration of community. *Business Ethics Quarterly*, 16, 23-42; Eagles, P. F. J. (2014). Research priorities in park tourism. *Journal of Sustainable Tourism*, 22(4), 528-549; Guba, E. G., & Lincoln, Y. S. (1982). Epistemological and methodological bases of naturalistic inquiry. *Educational Communications and Technology Journal*, 30(4), 233-252; Hart, S. L., & Sharma, S. (2004). Engaging fringe stakeholders for competitive imagination. *Academy of Management Executive*, 18(1), 7-18; Jamal, T., & Camargo, B.A. (2014). Sustainable tourism, justice and an ethic of care: Toward the just destination. *Journal of Sustainable Tourism*, 22(1), 11-30; Jamal, T. B., Stein, S. M., & Harper, T. L. (2002). Beyond labels pragmatic planning in multi-stakeholder tourism-environmental conflicts. *Journal of Planning Education and Research*, 22(2), 164-177.

Research Objectives

This research underscores the need for considering community as a diverse stakeholder group and defining modern communities in a way that reflects their dynamic and complex nature, especially in urban areas. Research objectives were:

- Providing a deeper understanding of the traditional approach to first generation immigrants' engagement in public consultations
- Suggesting underlying principles for designing more inclusive community engagement processes

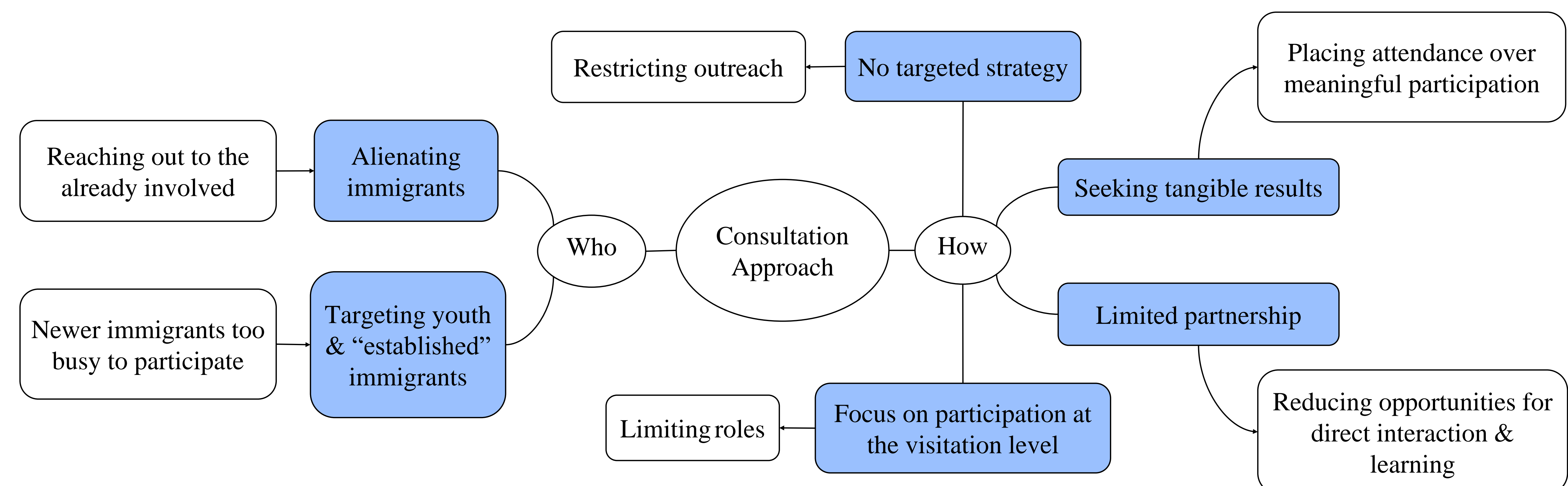


Study Site

- Rouge National Urban Park
- "People's Park"
- Targeting "new Canadians" as priority audience
- Crossing three of Canada's most diverse municipalities: Scarborough, Markham, Pickering

Strategies for Establishing Research Rigour

Triangulation; self-reflection; detailed documentation of the research process; constant comparison; dependability and confirmability audit; theoretical sampling; theoretical saturation; and receiving participants' feedback (Guba & Lincoln, 1982; Charmaz, 2006)



Theoretical Contributions and Practical Implications

Tourism and park planning:

- Empirical research with members of a community as a heterogeneous stakeholder group
- Focus on immigrants as important yet under-represented and under-studied stakeholder groups

Stakeholder theory:

- Insights into relationships between three stakeholder groups (Freeman et al., 2010)
- Rich descriptions of stakeholders' perceptions and experiences (Freeman et al., 2010)
- Emphasis on community as a complex, dynamic and diverse group (Dunham et al., 2006)

Practical implications:

- A basis for dialogue among stakeholders
- Insights into barriers of immigrants' participation
- Potential roles that community leaders and partner organizations can play to enhance first generation immigrants' engagement
- Tactics for enhancing collaboration between planners and partner organizations