

Siting Major Public Facilities: Facts, Values, and Accountability

William Trousdale¹ and Cheryl Nelms²

Abstract: Government agencies and other organizations responsive to a diverse constituency face enormous challenges in identifying priority sites for relocation, expansion, or new development. Of paramount importance is establishing transparent decision processes that reach accountable, defensible, and wise outcomes. Unfortunately, documented examples of successful approaches to evaluation, prioritization, and site selection are scarce. The purpose of this paper is to both offer a descriptive case study and an intellectually rigorous, fundamentally practical "best practice" approach for identifying priority sites. By employing value-focused thinking and decision analysis techniques to a complex site selection problem, we present a way to address common challenges such as potential technical and nontechnical knowledge conflicts, distinguishing between "facts" and "values," incorporating uncertainties, generating criteria weights, making trade-offs and building consensus across interests. Our approach is contextualized in a Canadian government case study of relocating a \$300 million dollar facility.

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Introduction

Overview

From corporate headquarter relocation to waste disposal sites, responsible parties such as property developers, corporations, and government agencies are faced with the challenge of identifying the best site for locating a facility. Despite the wide array of siting issues, the core test remains the same: how is "best" defined, who should be defining best, and how is it measured? This is not a simple task. Numerous facts, values, objectives, stakeholders, constraints, and criteria confound even relatively straightforward site selection problems. In the absence of a clear process and framework, site selection choices are vulnerable to well-intended oversimplification or exposure to outside political pressure. Potential downsides include public outcry and suboptimal site selection. Our experience suggests that what is needed is an approach to site selection that clearly separates facts from values and embraces a process that is thorough, inclusive, and transparent. The results of such a process should be highly defensible and easily communicated, whether explaining site choices to a board of directors, to the general public, or communicating between decision makers and staff.

Despite the widespread need for good examples, there are few case studies in the literature that outline an approach that can be broadly applied. The purpose of this paper is to help close this

gap by outlining a sensible decision and process support (DPS) approach for site selection for a corporate headquarters facility. This paper is particularly relevant to industry practitioners who can adopt the process outlined in order to develop workable criteria and measures, and to explore the impact of values on the decision making process. Using this approach will also help to minimize the polarization and politicizing of the site selection process, and ultimately the decision itself, by focusing on the importance of the criteria before examining the range of site alternatives. The paper first outlines the common approaches used by industry practitioners in the site acquisition phase of a construction project. Next, we introduce the case study project and the site selection process adopted for this project. Finally, we draw conclusion on the broader applicability of the approach.

Perspectives in Site Selection Problems

Developing an approach to site selection requires integrating several perspectives. One comes from technical experts, such as security professionals, engineers, architects, environmental scientists, or human resource specialists. Each technical expert has some idea of what qualities define a property as "best." A second perspective is that of accountable decision makers who not only bring additional ideas about what is a high quality site, they are also expected to balance competing interests, multiple objectives, stakeholder values, and a variety of risks that are an inherent part of site selection decisions. What we have observed as common practice is an informal decision process based on an opportunistic and reactionary approach where staff put forward a limited number of sites based on poorly defined decision criteria. Experts and decision makers are then asked to choose a site and rationalize their decision with a limited set of objectives (e.g., such as cost and availability). A step up from this approach is for technical experts within an organization to develop the site selection criteria and score site alternatives. Site selection is therefore approached as a constrained optimization problem with limited treatment of project/corporate objectives. While certainly devel-

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Siting Of Major Facilities

Sabine Zange



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le programme vol de fan d'air canada prend de nouveau son envol pour la - Sep 10 2021

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[one for the road 2009 film wikipedia](#) - Oct 04 2023

web one for the road french le dernier pour la route is a 2009 french film directed by philippe godeau and starring françois cluzet based on reporter hervé chabalier's autobiography about his battle with alcoholism the story takes place in a french alps retreat where herve cluzet confronts his dangerous addiction

[le dernier pour la route bande annonce youtube](#) - Jul 29 2020

web sep 7 2009 hervé françois cluzet patron d'une agence de presse décide d'en finir avec l'alcool loin de tout et grâce aux autres il parvient à combattre sa dépendance

amazon fr le dernier pour la route chabalier hervé livres - Oct 24 2022

web le dernier pour la route est aujourd'hui adapté au cinéma dans un film interprété par françois cluzet plume à la main ou caméra au poing hervé chabalier couvre toutes les guerres depuis plus de trente ans en publiant ce livre en 2004 il a choisi de raconter la sienne contre l'alcool

le dernier pour la route avec françois cluzet youtube - Jul 01 2023

web sep 1 2009 bande annonce du film le dernier pour la route de philippe godeau lauréat 2008 de la fondation groupama gan pour le cinémacasting françois cluzet mélanie

[le dernier pour la route prime video](#) - Sep 22 2022

web starring françois cluzet mélanie thierry michel vuillermoz studio le petit bureau by clicking play you agree to our terms of use feedback send us feedback support get help françois cluzet insuffle ferveur et émotion à ce beau portrait celui d'un homme prêt à affronter ses démons

[volley ball cev cup narbonne un dernier pour la route](#) - Nov 12 2021

web oct 31 2023 ce mercredi soir sur le parquet de nantes rézÉ 20 h les narbonnais vont disputer un 32e de final de coupe d'europe cev cup retour À l'aller à l'arena ils s'étaient inclinés sur le

israël ouvre pour quelques heures une route d'évacuation vers le sud de - Jul 09 2021

web 16 hours ago ces derniers sont encouragés à se diriger vers le sud du territoire afin d'éviter les combats les plus féroces qui sévissent au nord la route salah al din peut être utilisée entre 13 00 et

bande annonce le dernier pour la route vidéo dailymotion - Aug 22 2022

web sep 25 2014 bande annonce de le dernier pour la route de philippe godeau avec françois cluzet mélanie thierry michel vuillermoz hervé patron d'une agence de presse décide d'en finir avec l'alcool loin de tout et grâce aux autres il parvient à

combattre sa dépendance en repartant vers une nouvelle vie adaptation du livre autobiographique d

le dernier pour la route trailer youtube - Apr 29 2023

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le dernier pour la route explication de film - Feb 13 2022

web jun 18 2017 le dernier pour la route philippe godeau 2009 le commentaire pour comprendre la france il faut comprendre sa tradition viticole et son admiration pour bacchus il faut avoir chanté fanchon avec ses collègues de bureau ou ses camarades de promotion dans des soirées interminables à bien se marrer surtout

que fait un coach qui reprend une équipe en cours de route - Feb 01 2021

web 12 hours ago côté pile le fc bâle 20 fois champion de suisse demi finaliste de la conférence league en mai dernier mais qui sombre cette saison en championnat

peugeot 2024 toutes les nouveautés prévues pour 2024 - Aug 10 2021

web oct 24 2023 le premier des deux nouveaux modèles peugeot attendus en 2024 est le nouveau 3008 dévoilé il y a quelques mois dans sa version électrique il sera bientôt suivi par le 5008 sa variante la plus spacieuse outre les deux nouveaux suv l année 2024 de peugeot verra également l arrivée massive sur les routes de la 208 restylée déjà

le dernier pour la route wikipédia - Sep 03 2023

web le dernier pour la route est un film français réalisé par philippe godeau sorti le 23 septembre 2009 synopsis hervé françois cluzet patron d une agence de presse souffre de sa dépendance envers l alcool qui affecte sa vie familiale et professionnelle

critique le dernier pour la route de philippe godeau critikat - Nov 24 2022

web sep 22 2009 le dernier pour la route est l adaptation de l ouvrage homonyme de hervé chabalier alcoolique repent qui a couché par écrit son calvaire et sa rédemption résidant dans une cure de désintoxication de groupe dans un centre de soin le film est donc sur le fond inattaquable les valeurs du courage d émulation de solidarité et de

one for the road 2009 imdb - Aug 02 2023

web sep 23 2009 one for the road original title le dernier pour la route 2009 1h 46m imdb rating 6 6 10 554 your rating rate drama story about people who are addicted on alcohol they are gathered in ressurection center and trying to give up on their horrible habit passion and relationships won t leave you unexcited director philippe

video le nouveau coup de canon exceptionnel de cristiano - Dec 02 2020

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critique du film le dernier pour la route allociné - Jan 27 2023

web retrouvez les 224 critiques et avis pour le film le dernier pour la route réalisé par philippe godeau avec françois cluzet
mélanie thierry michel vuillermoz