Technical Assistance for Brownfields EPA Region 1

Stakeholder Analysis: Strategies for Community Engagement

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Webinar Outline

1. Stakeholder Analysis:
   - What, Who, When, Why?
2. Power Interest Grid
3. Examples of Stakeholders
4. Guiding Questions
5. Keeping Stakeholders Engaged
6. Case Study
7. Questions

Stakeholder Mapping

Identify key stakeholders in brownfields redevelopment and decide how to engage them

What is a Stakeholder Analysis?

In brownfields redevelopment, a stakeholder analysis is the process of collecting and understanding information about the people and organizations that:

- Have the interest and power to impact your project
- Will be impacted by your project

A power-interest grid, which you can find below, is a useful tool for stakeholder analyses.

Who are Stakeholders?

Primary Stakeholders: beneficiaries or targets of the redevelopment project

Secondary Stakeholders: people whose jobs or lives will be impacted by the redevelopment project

Key Stakeholders: people or organizations who can influence others, hold power, or have an interest in the outcome of the redevelopment project

When Should a Stakeholder Analysis be Completed?

A stakeholder analysis should be completed as early as possible when considering redeveloping a brownfield site. Conducting a stakeholder analysis is an important component to community engagement.

Why is a Stakeholder Analysis Important?

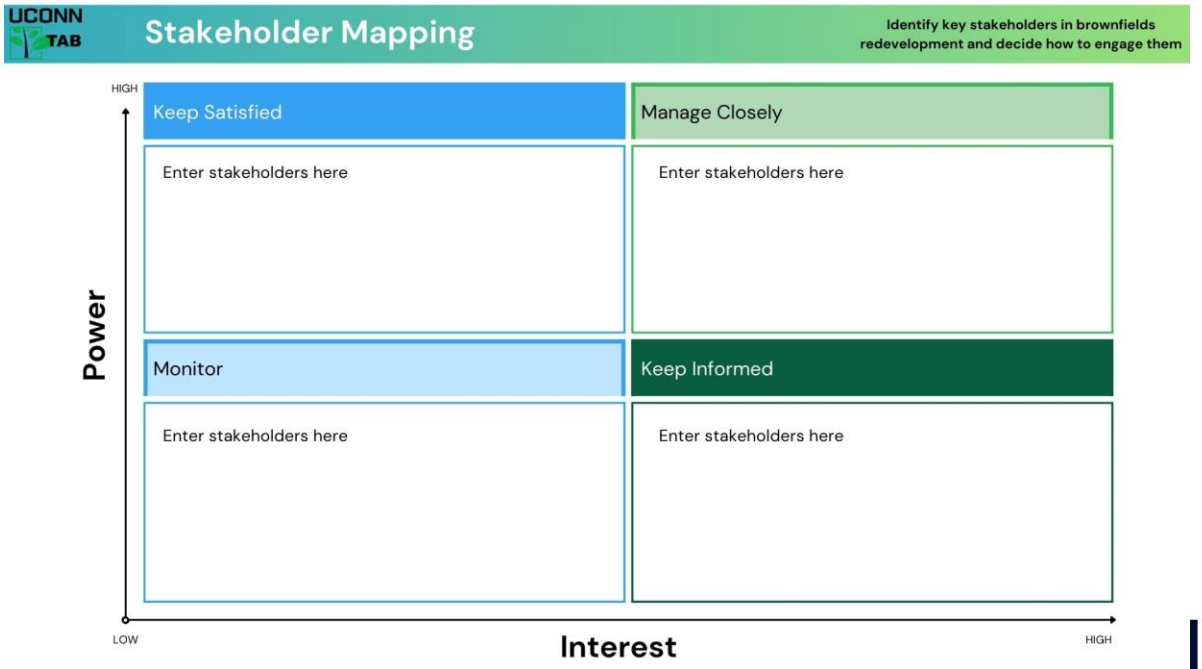
Brownfields redevelopment should be a participatory effort that involves as many diverse stakeholders as possible. Engaging stakeholders effectively has many benefits:

- Gaining buy-in and support for the project
- Strengthening your project against opposition
- Building participation that is inclusive, fair, and equitable
- Increasing credibility and chances of success
- Understanding stakeholders can save your project from being blindsided with concerns later on in the process

What is a Stakeholder Analysis?

Process of collecting and understanding information to understand:

- Who has **power** and **influence** in your community
- Who has **interest** in your project
- How these groups **intersect**
- How to **engage** with each group

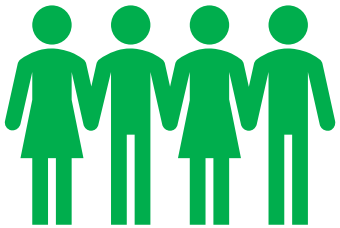


Who Are Stakeholders?

Primary Stakeholders: beneficiaries or targets of project

Secondary Stakeholders: people who live or work closest to the site

Key Stakeholders: people or organizations who can influence others, hold power, or have an interest in the redevelopment outcome



When & Why Should a Stakeholder Analysis be Completed?

When?

- ✓ The earlier the better!

Why?

- ✓ Gaining community buy-in, strengthening your project against opposition, inclusive and equitable participation, increasing credibility, honoring the important role of stakeholders

Stakeholder Mapping

Identify key stakeholders in brownfields redevelopment and decide how to engage them

How to Use a Power-Interest Grid:

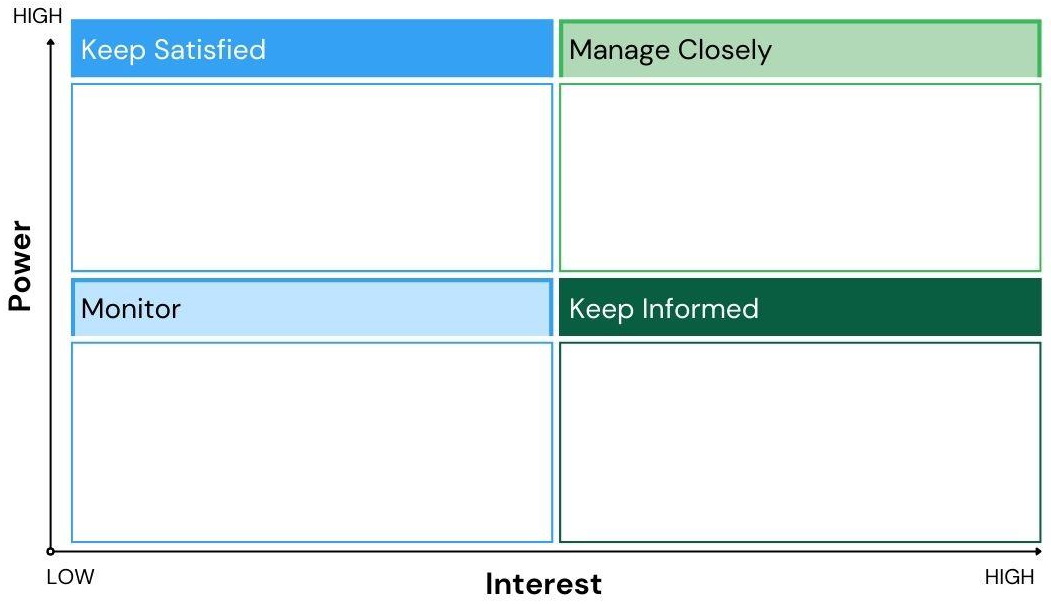
Power-interest grids are used to organize stakeholders and visualize who has power in your community and who has interest in your redevelopment project.

- Place stakeholders in the "**Manage Closely**" box when they hold a lot of power in your community AND a lot of interest in your project
- Place stakeholders in the "**Keep Satisfied**" box when they hold a lot of power in your community, but less interest in your project
- Place stakeholders in the "**Keep Informed**" box when they have a lot of interest in your project, but don't hold much power in your community
- Place stakeholders in the "**Monitor**" box when they do not hold much power in your community or interest in your project

Examples of Stakeholders:

- Residents who live/work near the brownfield site
- Residents who are otherwise impacted by the brownfield site
- Community organizations
- Community leaders
- Contractors, developers, local zoning commissions
- Legislators or policy makers
- State/federal agencies
- News and media outlets
- Academic or research partners
- Local businesses
- Schools
- Places of worship

Power-Interest Grid:



How to Use Power-Interest Grid

Power-interest grids are organize and analyze stakeholder relationships

Manage Closely box: stakeholders who hold a lot of power in your community AND a lot of interest in your project

Keep Satisfied box: stakeholders hold a lot of power in your community, but less interest in your project

Keep Informed box: stakeholders who have a lot of interest in your project, but don't hold much power in your community

Monitor box: stakeholders who do not hold much power in your community or interest in your project

Examples of Stakeholders

- Residents who live/work near the brownfield site
- Residents who are otherwise impacted by the brownfield site
- Community organizations
- Non-Profits
- Community leaders
- Contractors, developers, local zoning commissions
- Legislators or policy makers
- State/federal agencies
- News and media outlets
- Academic or research partners
- Local businesses
- Schools
- Places of worship

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Stakeholder Mapping

Guiding Questions

Who has the most power or influence in your community?

Who makes key decisions in your community?

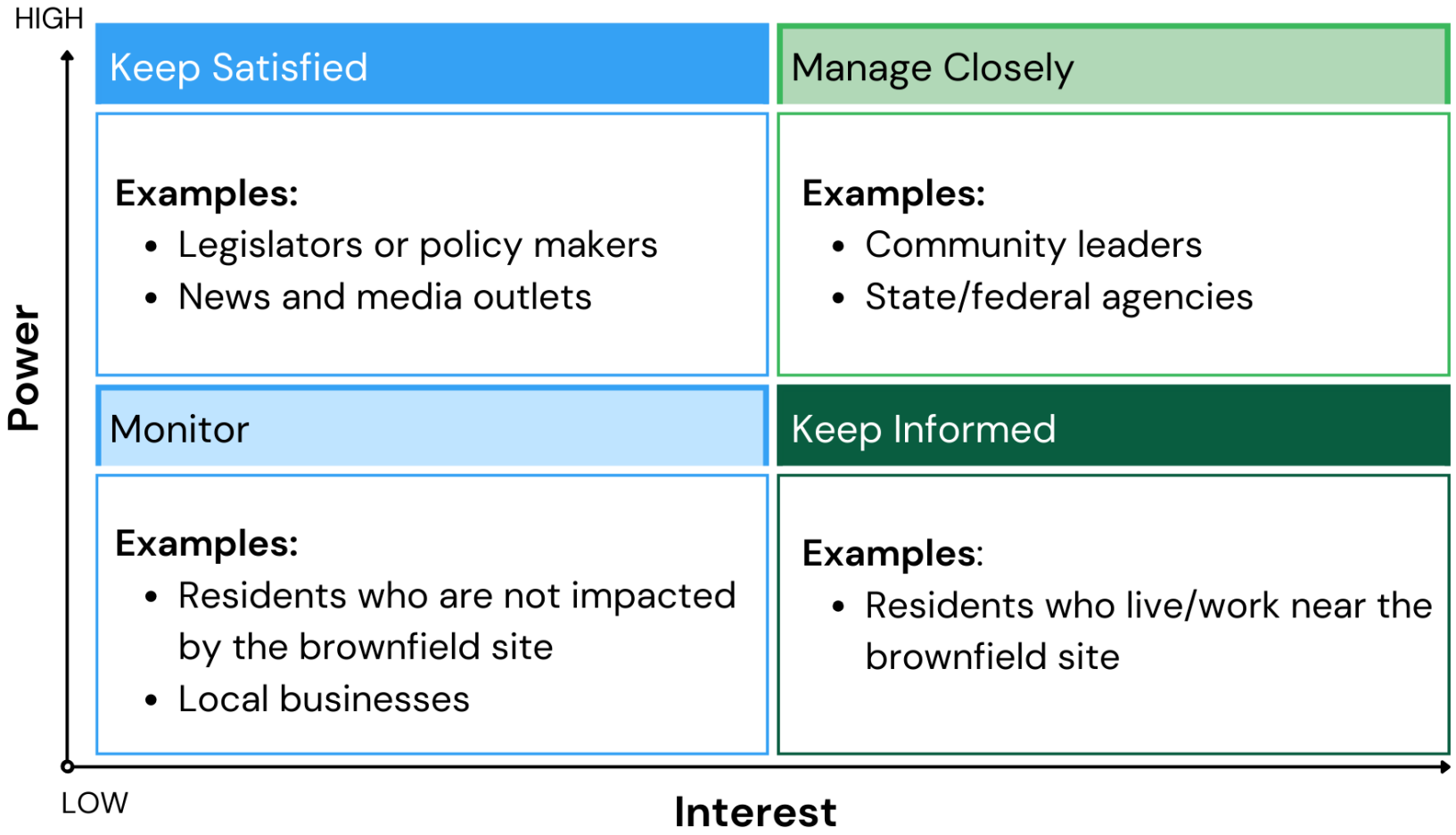
Is there a person or organization that could prevent your brownfield redevelopment project from being completed?

Who is the most impacted by the brownfield site and/or the redevelopment of the site?

Who will benefit the most from the redevelopment of the site?

Who has historically been involved in local community engagement efforts? Are there any populations that have been neglected or overlooked during decision-making and engagement efforts?

Example


HIGH
Power
LOW
Interest
Keep Satisfied
Examples:
Legislators or policy makers
News and media outlets
Manage Closely
Examples:
Community leaders
State/federal agencies
Monitor
Examples:
Residents who are not impacted by the brownfield site
Local businesses
Keep Informed
Examples:
Residents who live/work near the brownfield site

Stakeholder Mapping

Identify key stakeholders in brownfields redevelopment and decide how to engage them

How to Keep Stakeholders Effectively and Meaningfully Engaged

Monitor
Low Power / Low Interest (minimum effort)

Touch base a few times with these stakeholders and ensure that no pressing concerns come up.

- Your redevelopment project will have little or no impact on these stakeholders
- Keeping them informed is still a good practice: consider monthly newsletters or mailing lists

Keep Informed
Low Power / High Interest

Be transparent and open with project information and updates. Empower residents and let them know their input is valuable.

- These stakeholders are very important! Help this group build power and voice support for your project
- Practice weekly, open communication
- Utilize in-person AND online spaces for engagement updates
- Provide information, training, mentoring, etc.

Keep Satisfied
High Power / Low Interest

Communicate just enough so that these stakeholders remain satisfied, in-the-loop, and able ask questions if necessary.

- Help these stakeholders understand why your redevelopment project is beneficial to them
- Offer opportunities for them to weigh in and keep bi-weekly contact
- They can be important allies if shifted to **High Power / High Interest** category (Manage Closely)

Manage Closely
High Power / High Interest (maximum effort)

Communicate regularly, build trust - spend the most time with these stakeholders. Their support is crucial.

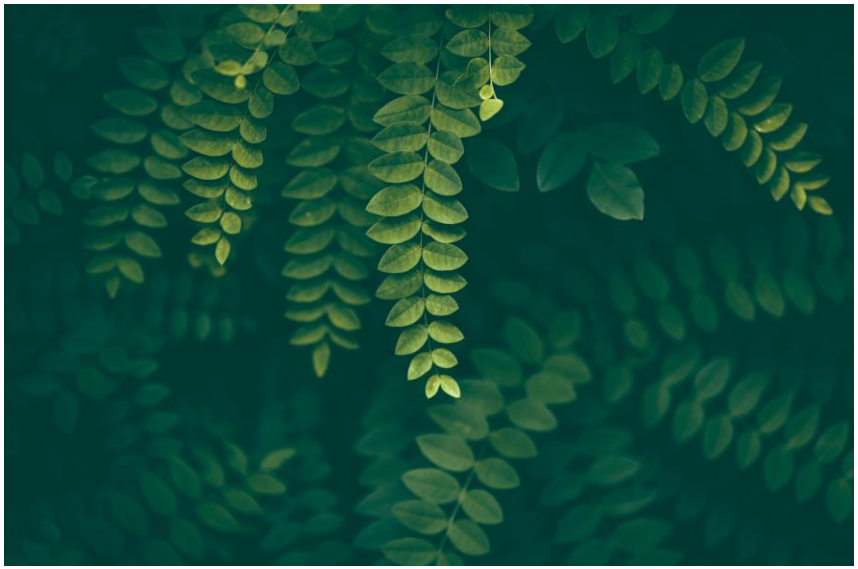
- These stakeholders should be integral parts of the team
- Give people jobs/tasks to promote inclusion and collaboration
- Weekly communication and updates
- Mutual decision-making

How to Keep Stakeholders Engaged (1)

Monitor

Low Power / Low Interest (minimum effort)

- Leave the door for communication open, provide different methods of contact
- Consider broad newsletters or mailing lists to keep general public up-to-date with project information



How to Keep Stakeholders Engaged (2)

Keep Informed

Low Power / High Interest

- Help this group build knowledge, power, and resources to voice support for project
- Utilize in-person and online spaces for project updates
- Frequent, open communication
- Provide training and mentoring when possible

How to Keep Stakeholders Engaged (3)

Keep Satisfied

High Power / Low Interest

- Build support around project and help these stakeholders understand how project outcomes will benefit them
- Continue to offer opportunities for them to weigh in and leave communication windows open
- **Goal**: shift this group to High Power / High Interest

How to Keep Stakeholders Engaged (4)

Manage Closely

High Power / High Interest (maximum effort)

- Give people jobs/tasks to promote inclusion and collaboration
- Frequent communication and updates
- Mutual decision-making and building trust

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Case Study

Hebron, CT

Hebron, CT
(Hypothetical Case Study)

Hebron, CT is a small, rural town with a population of approximately 9,000 people. 96% of Hebron's population identifies as white and the median household income is over $130,000. One of Hebron's residential neighborhoods is home to a remediated brownfield site. The town's Board of Selectmen is looking to build an expensive public works facility on the site. There has been much pushback from the community due to the environmental and economic risks that would come with the public works facility. The wider Hebron community has been pushing for this site to be turned into green space and a recreational area, preserving the scenic and historic value of the property.

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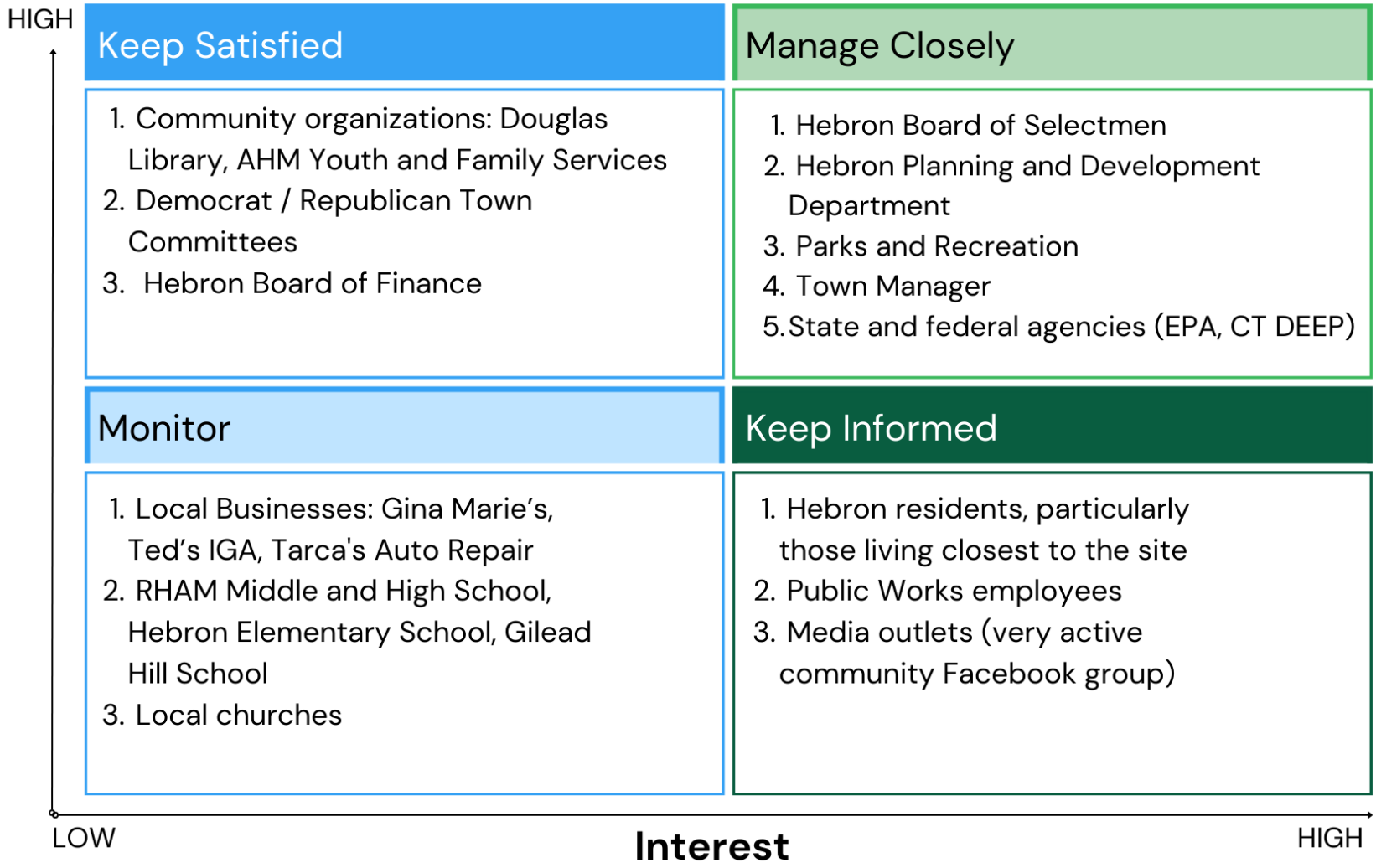
Hebron, CT
(Hypothetical Case Study)



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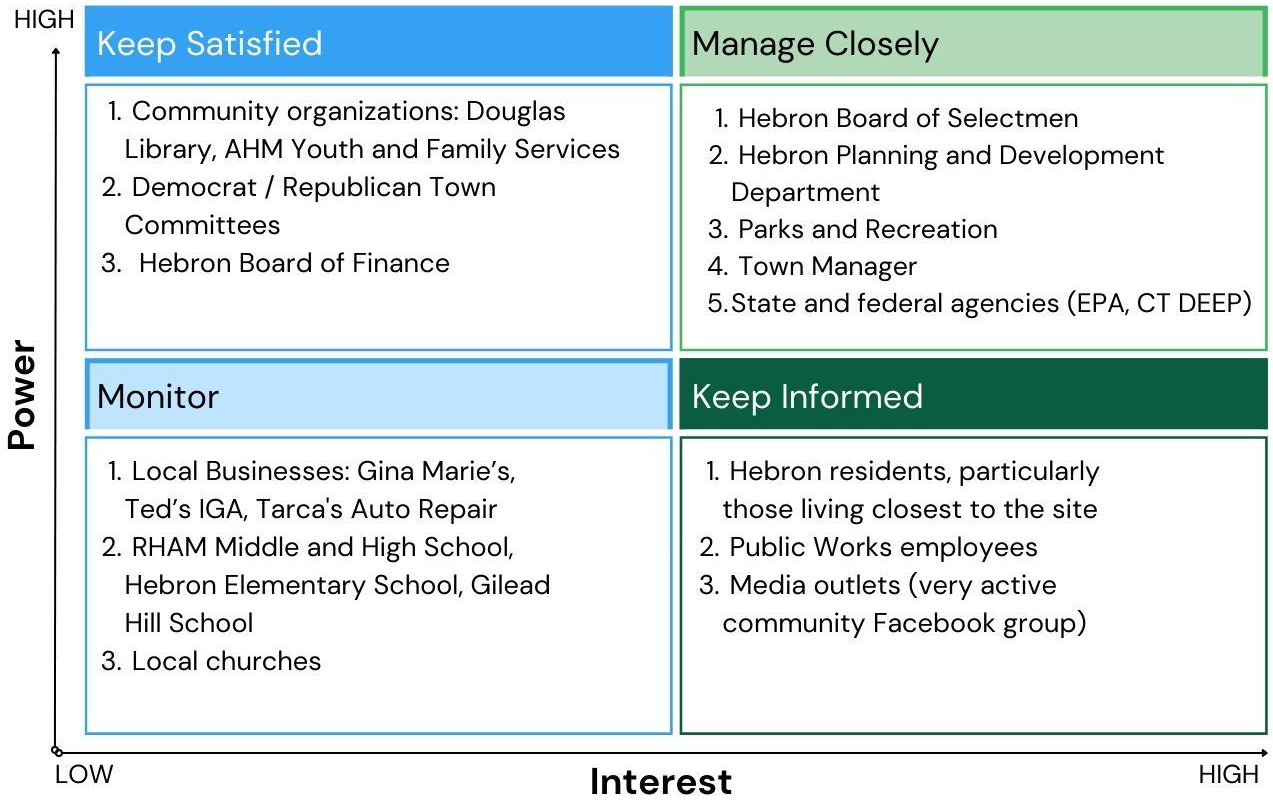
Case Study



Hebron, CT

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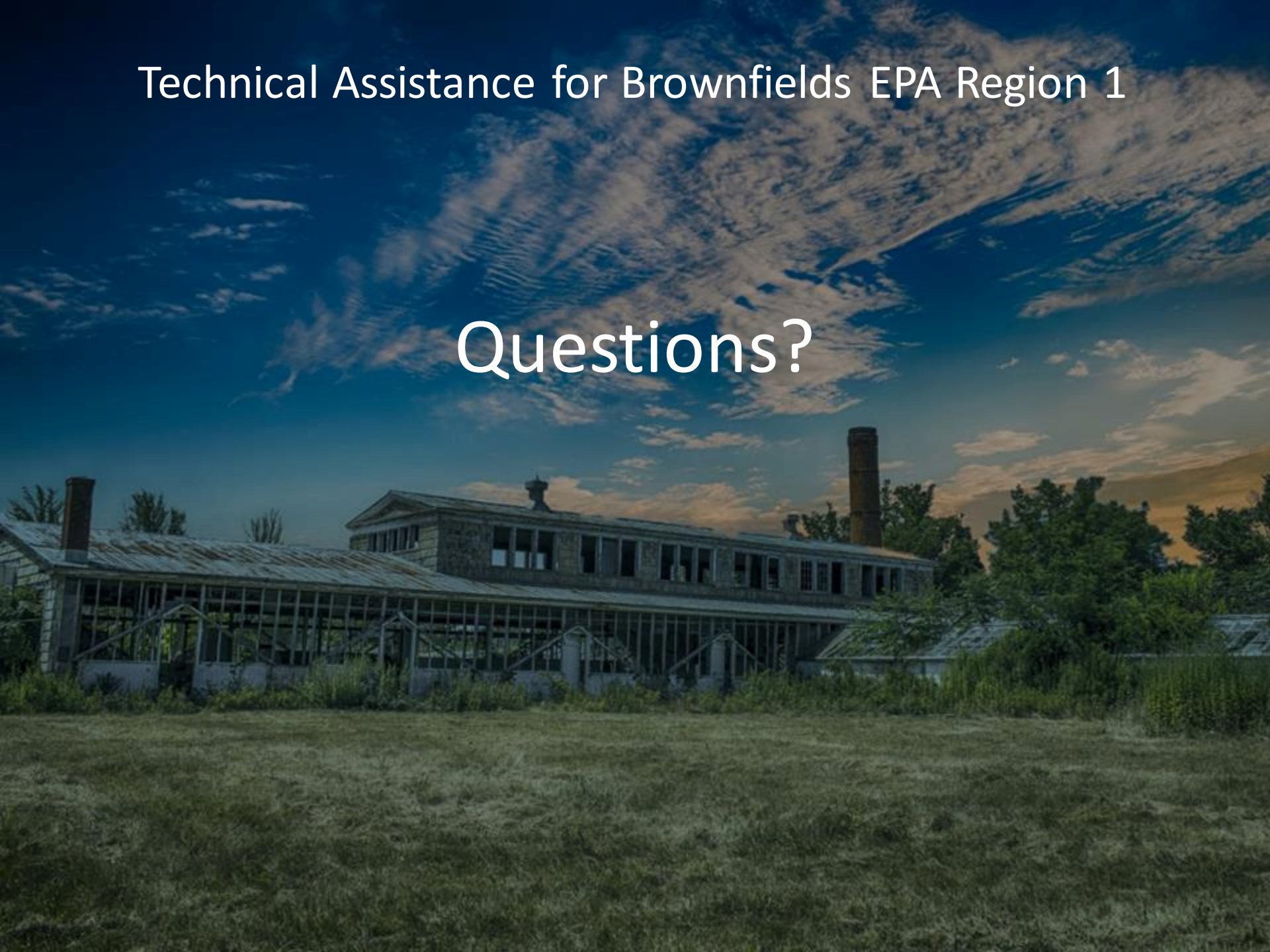
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Questions?

Contact Info & Upcoming Webinars!

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MARCH 20th
Procurement Services

APRIL 3rd
SWOT Analysis (Strategies for Community Engagement)

MAY 15th
Past EPA Brownfields Grantees Panel

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Stakeholder Analysis