Stakeholder Mapping

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
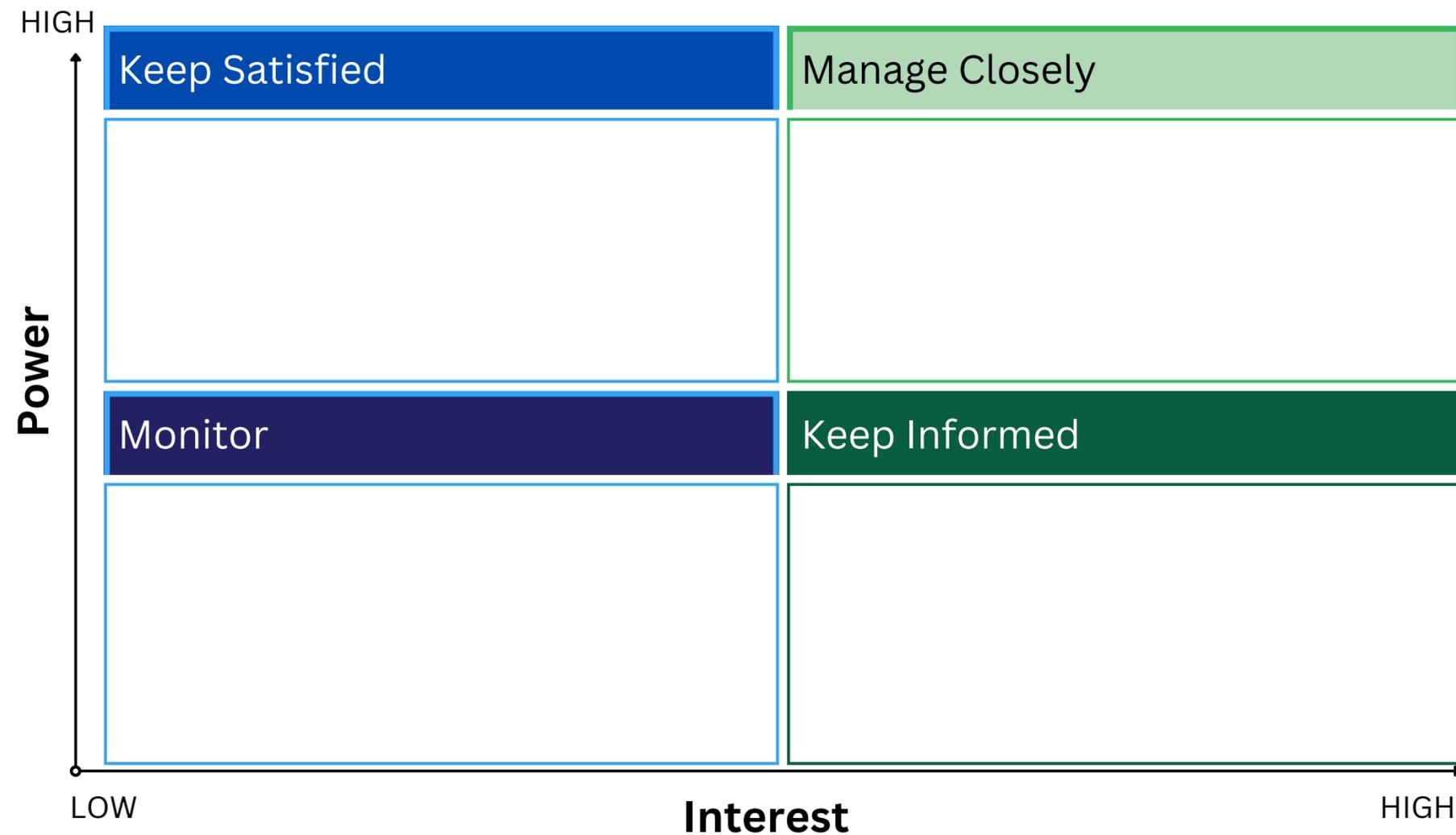
How to Use a Power-Interest Grid:

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
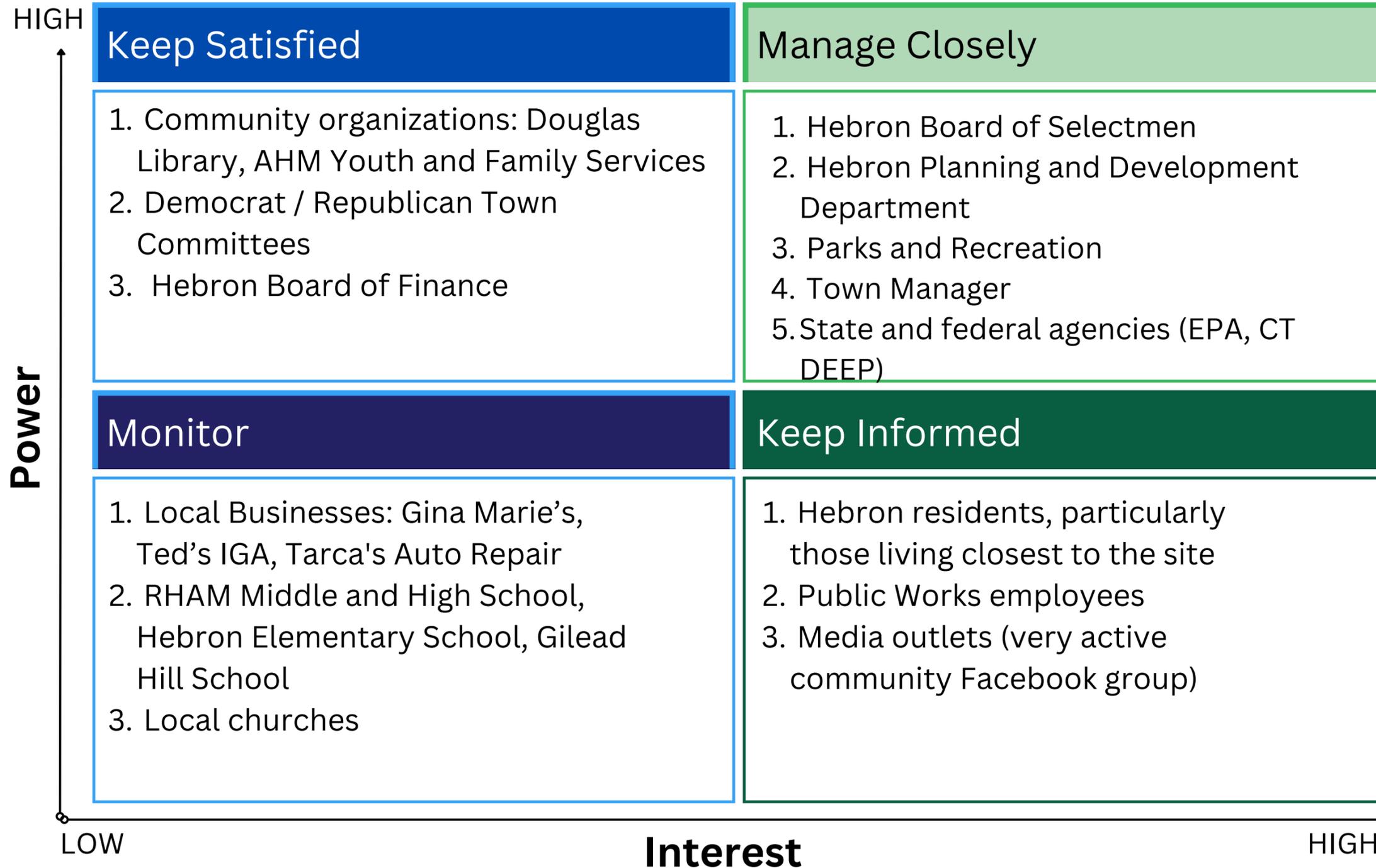
Examples of Stakeholders:

- 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:

	Power	
HIGH	Keep Satisfied	Manage Closely
	Monitor	Keep Informed
LOW		

Interest: LOW → HIGH

Case Study

Hebron, CT

Power (vertical axis, LOW to HIGH)

Interest (horizontal axis, LOW to HIGH)

Keep Satisfied

1. Community organizations: Douglas Library, AHM Youth and Family Services
2. Democrat / Republican Town Committees
3. Hebron Board of Finance

Manage Closely

1. Hebron Board of Selectmen
2. Hebron Planning and Development Department
3. Parks and Recreation
4. Town Manager
5. State and federal agencies (EPA, CT DEEP)

Monitor

1. Local Businesses: Gina Marie's, Ted's IGA, Tarca's Auto Repair
2. RHAM Middle and High School, Hebron Elementary School, Gilead Hill School
3. Local churches

Keep Informed

1. Hebron residents, particularly those living closest to the site
2. Public Works employees
3. Media outlets (very active community Facebook group)
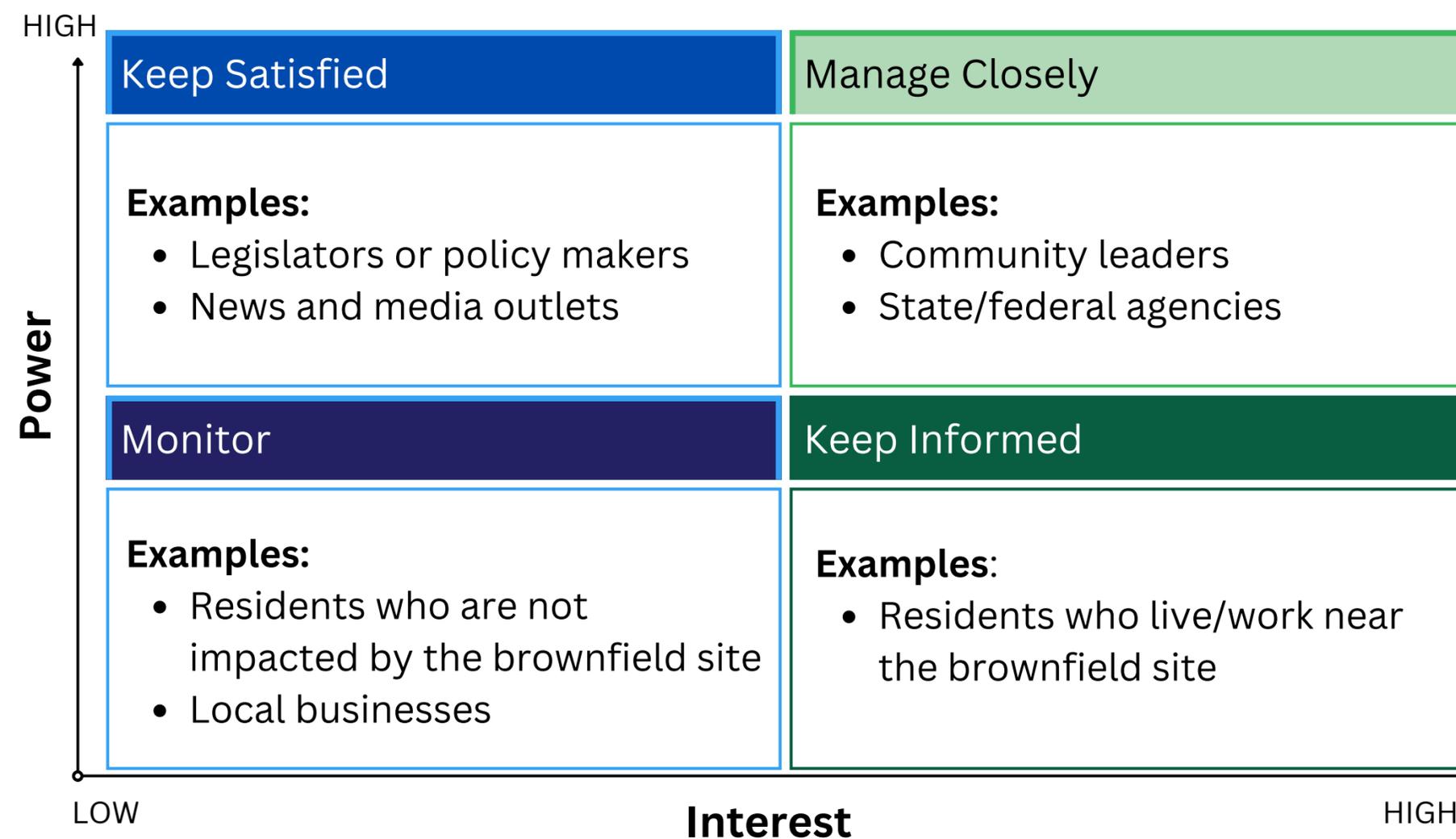
Hebron, CT is a small, rural town with a population of approximately 9,000 people. 96% of Hebron's population identifies as white and the median household income is over $130,000. One of Hebron's residential neighborhoods is home to a remediated brownfield site. The town's Board of Selectmen is looking 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.

Power-Interest Grid
EXAMPLE:

HIGH

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

Power (vertical axis)

LOW **Interest** HIGH

★ This will look different for each community!

Guiding Questions

People, groups, or organizations that have the most power or influence in your community will go in the top row of the chart ("Keep Satisfied" and "Manage Closely").

1. **Who has the most power or influence in your community?**
2. **Who makes key decisions in your community?**
3. **Is there a person or organization that could prevent your brownfield redevelopment project from being completed?**

People, groups, or organizations that have the most interest in your redevelopment project will go in the boxes on the right side of the chart ("Manage Closely" and "Keep Informed").

1. **Who is the most impacted by the brownfield site and/or the redevelopment of the site?**
2. **Who will benefit the most from the redevelopment of the site?**
3. **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?**

Any other identifiable stakeholders will go in the "Monitor" box, meaning that they have limited power, influence, and interest in your project.

TAB REGION 1

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

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?

People, groups, or organizations that have the most power or influence in your community will go in the top row of the chart ("Keep Satisfied" and "Manage Closely").

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Stakeholder Mapping

TAB REGION 1

HIGH

Keep Satisfied

Manage Closely

Monitor

Keep Informed

Power

Interest

LOW

HIGH