

ARIZONA BROWNFIELDS CONFERENCE | THURSDAY SESSION

COMMUNITY OUTREACH & ENGAGEMENT

Building Your Plan – Sheryl Gonzales, CCLR

Trauma Informed Community Engagement – Krisandra Provencher, Adaapta

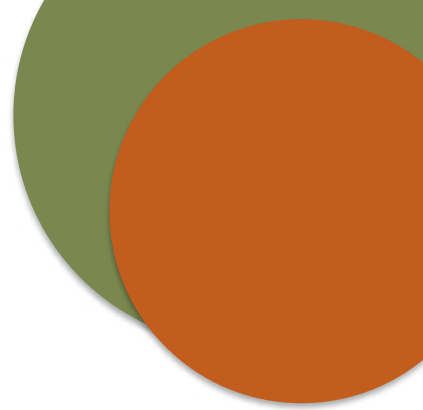
Kelly Schmitt, Atlas - Moderator

ARIZONA BROWNFIELDS CONFERENCE | THURSDAY SESSION

BUILDING THE COMMUNITY ENGAGEMENT PLAN

From framework to action — how to actually do the work.

Sheryl Gonzales, Senior Brownfield Consultant, CCLR



A QUICK RECAP — AND WHERE WE GO FROM HERE



YESTERDAY

The Foundation

- Why community engagement is required & strategic
- Benefits: trust, shared vision, stewardship, funding
- Outreach vs. Engagement — inform vs. involve
- Common failures: process loss & the checkbox trap

TODAY — THIS SESSION

Building the Plan

- The 7 steps that get you to implementation
- Walk through each step with a real example
- Match the plan to the Community Outreach Plan Worksheet
- Then hand off to Krisandra — real-world trust

THIS AFTERNOON

Apply It to Your Site

- Lab + 1:1 support with the worksheet
- Bring your site, your questions
- Leave with a draft plan you can actually use

7 STEPS TO IMPLEMENTATION + 2 TO SUSTAIN IT

The same Planning-to-Plan framework you saw yesterday — today we walk through it.



STEPS 1–7

*Build the plan
and get to
implementation.*



STEPS 8 & 9

*Implement
and keep
evaluating.*

MEET THE CASE — THE OAKVIEW SITE



THE SITE

- 1.8-acre former auto-body and fueling parcel
- Vacant for 12 years; chain-link fence, staining
- Adjacent to an elementary school and a mixed-income residential neighborhood
- Grant funding secured for assessment; clean-up and reuse still undecided

THE COMMUNITY

- Long-time residents remember the site active — and remember being ignored when it closed
- Split opinions on reuse: pocket park, affordable housing, or small-business incubator
- Language: English + Spanish households
- Working families — evening meetings only
- Trust with the agency is cautious, not hostile



STEP 1

FRAME THE ISSUE · DETERMINE PURPOSE & GOALS

WHAT IT IS | WHAT YOU DO

- Name the problem in plain language — this is what you're trying to solve.
- Write the purpose — why you're engaging the community, not just that you are.
- Set 2–3 goals that are specific, measurable, and achievable in this phase.
- This becomes the anchor for every decision that follows.

THE OAKVIEW SITE | APPLIED

ISSUE: A vacant, contaminated parcel next to an elementary school with no community agreement on reuse.

PURPOSE: Engage residents in shaping a reuse plan they helped create — not one delivered to them.

GOALS: (1) Gather input from 100+ households by end of Q2. (2) Reach Spanish-speaking residents. (3) Publish a reuse concept with community sign-off before final design.



STEP 2

CREATE YOUR ENGAGEMENT TEAM · IDENTIFY STAKEHOLDERS

WHAT IT IS | WHAT YOU DO

- Your team can be internal with external stakeholders or partners — staff, NPO's, other agencies, stakeholders/champions, and consultants who will do the work.
- Stakeholders are external — anyone impacted by the project or who can influence it.
- The team should reflect and/or be familiar with the community the project will serve.

THE OAKVIEW SITE | APPLIED

TEAM: Agency project lead, planner, EPA technical advisor, CCLR consultant, bilingual outreach coordinator.

STAKEHOLDERS: Elementary school principal & PTA, neighborhood association, Spanish-speaking faith leaders, local small-business owners, long-time residents with history of the site, city council rep for the district.



STEP 3

DEFINE THE COMMUNITY · BUILD THE COMMUNITY PROFILE

WHAT IT IS | WHAT YOU DO

- Demographics — who lives here, in what numbers, speaking what languages?
- History — what's happened on or near this site before? Who was affected?
- Assets & leaders — who's already trusted and organizing?
- Sources: Census, city data, local nonprofits, schools, lived experience.

THE OAKVIEW SITE | APPLIED

OAKVIEW PROFILE: 64% Latino households; 38% Spanish-preferred; median household income \$44K; 22% of residents lived here when the site was active — they remember the closure and feel unheard; strong PTA and a weekly community mercado two blocks away.



STEP 4

IDENTIFY THE LEVEL OF COMMUNITY INVOLVEMENT

WHAT IT IS | WHAT YOU DO

- Use IAP2: Inform → Consult → Involve → Collaborate → Empower.
- The level is a leadership decision, made before you engage.
- Be honest. Don't promise Empower and deliver Inform.
- Different decisions within one project can sit at different levels.

THE OAKVIEW SITE | APPLIED

OAKVIEW LEVEL: COLLABORATE on reuse concept. CONSULT on technical cleanup details (regulatory). INFORM on project milestones and timelines. Leadership signs off before any public meeting.

Based on:
IAP2 Spectrum of
Public Participation

LEVEL OF PUBLIC PARTICIPATION



	INFORM	CONSULT	INVOLVE	PARTNER	EMPOWER	NURTURE & REINFORCE
PURPOSE	Communicate existing conditions, opportunities & obstacles.	Identify collective values – participatory process.	Public involvement thru-out process – concerns understood.	Partner in decision, development of alternatives & solution.	Place final decision making in the hands of the public.	Support decision & provide resources for implementation.
OUTCOMES	Informed public Access to resources	Leaders & professionals informed about community they serve.	Concerns & aspirations are reflected in the alternatives developed.	Incorporate advice & recommendations into the decisions.	Implement public decision.	Experience implementation success Engender sense of ownership.
TOOLS	Websites Social Media Emails Mailers Public meetings Org. Present. Canvasing	Quest/Surveys Town Hall Mtgs. Focus Groups Visioning Ex. Workshops Advisory Panels Steering Com.	Charrettes Workshops Online Surveys Webinars Exhibits Open Houses Priority Workshops	Task Forces Citizen Comm. Workshops Partnerships with govt, univ., non-profit.	Citizen Committee in Partnership with public sector agency.	Ground staking/breaking events Tracking & promoting success. Public events.



STEP 5

IDENTIFY BARRIERS · PLAN STRATEGIES TO ADDRESS THEM

WHAT IT IS | WHAT YOU DO

- Barriers: language, childcare, transportation, day/time, broadband, trust, location.
- Pair every barrier with a concrete strategy — budgeted and assigned.
- If you can't address a barrier, acknowledge it openly.
- This step is also the bridge to trauma-informed engagement.

THE OAKVIEW SITE | APPLIED

1. LANGUAGE → bilingual materials + live Spanish interpretation at every meeting.
2. TIME / WORK SCHEDULES → evening + weekend meetings; 1-hour max; food provided.
3. TRUST / HISTORY → meet first at the mercado, not at the agency; listen before presenting.



STEP 6

DETERMINE OUTREACH TOOLS

WHAT IT IS | WHAT YOU DO

- The level you picked in Step 4 determines the tools you choose here.
- INFORM — mailers, website, social, public notices.
- CONSULT — surveys, town halls, focus groups.
- INVOLVE / COLLABORATE — workshops, advisory panels, visioning sessions.

THE OAKVIEW SITE | APPLIED

OAKVIEW TOOLKIT: bilingual door-hangers + mercado table (inform); online + paper survey (consult); two evening visioning workshops with food and childcare (collaborate); standing resident advisory group of 8 (collaborate, ongoing).



STEP 7

PLAN IMPLEMENTATION STRATEGIES · TIMELINE

WHAT IT IS | WHAT YOU DO

- Sequence activities across the project — outreach is ongoing, not an event.
- Assign owners, budget, and dates to every activity.
- Build in closing-the-loop checkpoints: report back what you heard.
- Revise the plan when reality changes. It's a living document.

THE OAKVIEW SITE | APPLIED

OAKVIEW TIMELINE: Q1 — community profile + stakeholder outreach. Q2 — survey + mercado table + 1st visioning workshop. Q3 — draft concept + community review. Q4 — sign-off + cleanup scoping. Monthly advisory group throughout.

STEPS 8 & 9 — IMPLEMENT, THEN KEEP EVALUATING



STEP 8 · IMPLEMENT THE PLAN

- Do the work on schedule.
- Close the loop after every activity — tell the community what you heard.
- Show where their input changed the project, and where it did not (and why).
- Adjust the plan when reality shifts.

STEP 9 · EVALUATE PROGRESS

- Did input reflect who actually lives here?
- Did input shape the decisions made?
- Are stakeholders coming back for round 2?
- Is the plan adapting — or just the narrative?
- Evaluate continuously, not just at the end.

THE OAKVIEW SITE | APPLIED

OAKVIEW CHECK-IN: After the first visioning workshop, send a 1-page bilingual summary to every household. Tell residents what themes emerged, what's changing in the plan, and what the next decision is. Invite them to the advisory group if they're not already connected.

TRAUMA- INFORMED APPROACH TO COMMUNITY ENGAGEMENT

APRIL 30, 2025



GROUNDING IN OUR 'WHY'



DEFINING TRAUMA

- Normal response to stressful, threatening, or overwhelming experiences
- Can result from single, repeated, or ongoing conditions
- Shapes wellbeing, safety, and how people see the world
- Layered, cumulative, and context-dependent



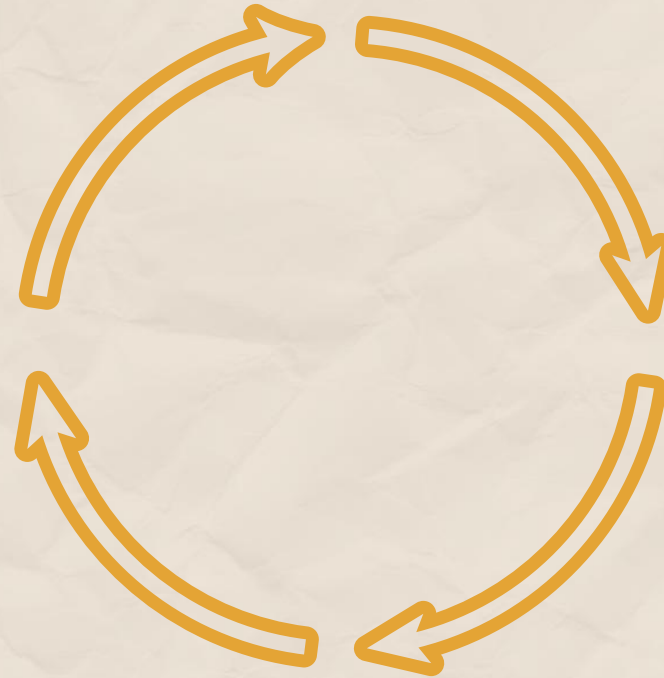
COMMUNITY TRAUMA



- Trauma can show up across families, communities, and systems
 - Shared emotional, psychological, and social impacts of distressing conditions
 - Often tied to structural inequities and shaped over time
 - Can become embedded in trust, relationships, and community dynamics
- Common sources include:
 - Structural inequities
 - Instability and loss of trust
 - Exclusion from decision-making and representation
 - Lack of safety

CYCLE OF COMMUNITY TRAUMA IN REDEVELOPMENT

**Traumatic
Experience**



**Distrust &
Skepticism of
'Outsiders'**

**Low Engagement
or Direct Opposition**

A TRAUMA-INFORMED APPROACH

- Framework for how we engage individuals, communities, and systems
- Recognizes the impact of past and ongoing trauma on behavior and trust
- Focuses on avoiding (re)traumatization and supporting conditions for community healing



KEY PRINCIPLES OF A TRAUMA-INFORMED APPROACH



1

Structural Framing

2

Do No Harm

3

Acceptance

4

Community Power

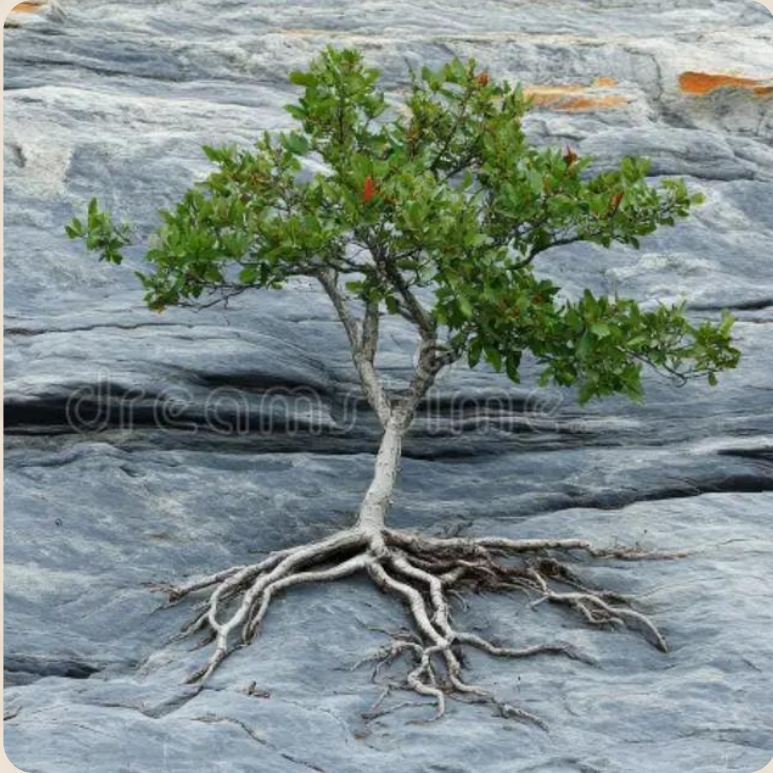
5

Reflection

6

Sustainability

THEORY OF CHANGE



Community w/o Conditions for Healing



Community w/ Conditions for Healing



COMMON CHALLENGES



**Time & Resource
Constraints**



Trust Deficits



Institutional Limitations



**Risk of
Re-traumatization**



Power Imbalances



Measuring Impact



**Community Readiness &
Capacity**



**Sustainability
Challenges**

CASE STUDY: CHARLESTON COUNTY, SC

Context

- Multi-Threat Vulnerability Assessment
- Communities with layered trauma + prior engagement fatigue

Approach

- Deep pre-research + local context building
- Small trusted group sessions over time
- Shared data early and co-interpreted findings
- Stipends + capacity building for participants

Impact

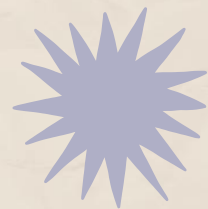
- Built trust incrementally over time
- Improved and validated technical data with lived experience
- Surfaced broader community priorities
- Led to additional funding and ongoing collaboration



CLOSING

Trauma-informed engagement is not a step in the redevelopment process—**it is the process.**

- Engagement and redevelopment do not happen in a vacuum
- Every community is unique, and how people choose to show up—or not—is a valid response to lived experience and history
- Relationships matter
- Trust is built, not assumed
- This work is long-term, relational, and iterative



CLOSING

Two Lenses. One Practice.

*A plan is the structure.
Trust is the ground it stands on.*

Neither works without the other.

WHAT TO TAKE WITH YOU

Three commitments for the week ahead

1. BUILD THE PLAN.

Use the Community Outreach Plan Worksheet. Frame the issue, map stakeholders, match level to tools.

2. LEAD WITH TRUST.

Before you engage, ask: what has this community been through? Who has been listened to, and who has not?

3. CLOSE THE LOOP.

After every activity, report back. Show what changed because of what you heard — and be honest where nothing did.

AFTERNOON LABS

Providing tool to create a community outreach/engagement plan.