

West Virginia Redevelopment Collaborative

A Guide to Collaborative Brownfield Redevelopment



1
WVRC



The WV Redevelopment Collaborative (WVRC) assembles multi-disciplinary teams of faculty and experts to provide West Virginia communities with expertise and guidance to capture the maximum economic, environmental, and social benefit from the remediation and adaptive re-use of brownfields and other strategically located properties. Funded by the Claude Worthington Benedum Foundation, the WVRC is a program of the Northern WV Brownfields Assistance Center, which is housed in the West Virginia Water Research Institute (WVWRI) at the National Research Center for Coal & Energy at West Virginia University in Morgantown, WV.

The *Guide to Collaborative Brownfield Redevelopment* outlines the model created and implemented by the WVRC, examples of collaborative project success, and resources for communities interested in using the model. For more information on the WVRC, or for assistance implementing this model, visit www.wvredevelopment.org.

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West Virginia Redevelopment Collaborative

The West Virginia Redevelopment Collaborative (WVRC) provides redevelopment services and expertise to West Virginia communities to capture the maximum economic, environmental, and social benefit from the remediation and adaptive re-use of brownfields and other strategically located properties. The WVRC assembles multi-disciplinary teams of academic faculty, public agency, and private sector experts to provide West Virginia communities with expertise and guidance through the redevelopment process.



The TS&T Pottery site in Chester, was one of the first WVRC projects

The WVRC was created to address two of the major challenges to brownfield redevelopment: capacity and uncertainty. The lack of local capacity (time and expertise) to identify all the necessary resources to tackle a redevelopment project often perpetuates false perceptions about project barriers, leading to long project delays.

The uncertainty of a successful outcome to the project – due to concerns about liability, site conditions, and an often unwarranted fear of public reaction to the project – also contributes to project delays. Often, communities are unsure of how to engage the right players, or what programs and services are available to advance their project to completion. While a number of programs and services exist to assist communities in different aspects of the redevelopment process, a comprehensive approach to projects is needed to overcome these challenges.

Through partnerships with academic institutions, state agencies, and private sector experts, the staff of the WVRC has developed a collaborative approach to redevelopment to address these issues and to streamline the long and often arduous transition that is necessary during the community revitalization process. The history of this approach, its implications for redevelopment, and tips for how to implement the WVRC model are outlined in this handbook.

What is a brownfield?

A brownfield is "real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant" (United States House 504).

The WVRC is funded by the Claude Worthington Benedum Foundation and is a program of the Northern West Virginia Brownfields Assistance Center (NBAC), which is housed in the West Virginia Water Research Institute at the National Research Center for Coal & Energy at West Virginia University.

The NBAC was created in 2005 by the West Virginia State Legislature to promote the redevelopment of brownfield sites in northern West Virginia.



Brownfields & Community Development

More than 450,000 brownfield properties exist in and affect communities across the United States, in urban and rural settings alike (U.S. Environmental Protection Agency). The presence of brownfield properties has economic, environmental, and workforce effects on communities of all sizes. Redevelopment of abandoned brownfield sites can have a significant and positive impact in a community (DeSousa, Wu and Westphal; Howland; Kaufman and Cloutier; Paull).

The most direct impact of brownfield redevelopment is felt in the economic and community development sectors. Several regional and local studies have confirmed the tangible fiscal benefits of brownfield redevelopment, which can be placed into four categories:

- “Directly generating local and state tax revenue by putting unproductive land back to tax generating use;
- Indirectly generating local tax revenue by boosting the property values/property taxes of adjoining or nearby properties;
- Requiring lower investment in infrastructure to accommodate growth, relative to greenfields development; and
- Other indirect impacts of brownfields versus greenfields development” (Paull 31).

With so many potentially positive effects, brownfields redevelopment offers communities the opportunity to make significant positive change, often with minimal financial investment from the public sector. The Northeast-Midwest Institute estimates that “public investments in brownfields leverage total investments at a ratio of approximately \$1/public investment to \$8/total investment” (Paull 22).



Communities and experts discuss a brownfield at an event hosted by the WVR

In addition to the direct investment on a brownfield site, redevelopment has a positive impact on surrounding property values, often “on the order of five percent to 15 percent for properties that are up to 3/4 mile from the site” (Paull 29).

The WVR model for brownfields redevelopment positions brownfield projects in the broader concept of asset-based community development by “connecting brownfield redevelopment to wider community efforts to achieve environmental and health protection, improved public safety, targeted jobs and training, central city revitalisation and reduced suburban sprawl” (McCarthy 288). By focusing on

brownfields in this broader context, this model helps communities to capitalize on the opportunities that brownfield properties present rather than on the challenges that are more commonly seen.



In West Virginia, as in most states, many resources are available for communities working on redevelopment projects, including projects on brownfield sites. Unfortunately, many communities are unaware of some of these resources, or even of how to identify all of them.

Many of the perceived obstacles in a redevelopment project are based on three assumptions:

- 1. Lack of funding availability;
- 2. Perceived issues with working with regulatory agencies or service providers; and
- 3. That the "facts" are facts and thus the problems are clearly defined.

The Collaborative Redevelopment Process clarifies these three assumptions by

- 1. Defining the project, which allows for specific resources to be identified and eliminates the myth of a lack of funding;
- 2. Bringing the regulators and resource providers to the table, creating a relationship which improves communication and subsequently removes the perception of regulatory issues; and
- 3. Verifying the project, which often leads to correcting or clarifying stakeholder assumptions.

Once the project, problem, and funding have been clarified, a decision to move forward with the project can occur more quickly based on better information. After the decision to move forward is reached, the project begins to move through the redevelopment process in a predictable and efficient manner.



Brooke Glass in Wellsburg

The Collaborative Model for Redevelopment created by the WVRC simplifies this process for communities and resources providers by offering a clear guide to the Redevelopment Process, as well as a list of the resources available at each step in the process.

Redevelopment Tools

The WVRC worked collaboratively with partner organizations working on community and brownfield development in West Virginia to

develop two tools to help communities navigate the redevelopment process. The WVRC and its partners recognized that agencies and programs tend to operate individually, with no organization or agency fully aware of the gamut of services offered by all of the others. In short, working separately, agencies may be missing opportunities or needs faced by communities on specific projects.



To help reduce the number of missed opportunities, WVRC and its partners developed the Redevelopment Process Guide and the Redevelopment Check List. The Check List outlines the services available to communities in a format that corresponds with the six key steps to brownfield redevelopment identified in the Redevelopment Process Guide. Details on the redevelopment process, as well as the tools themselves, follow in this section. Full-size versions of the Redevelopment Process Guide and Redevelopment Check List can be found in Appendices A and B, respectively.

Redevelopment Process

For many communities, the redevelopment process can be daunting. The WVRC developed a Redevelopment Process Guide to provide a predictable flow of services that communities can use to help navigate the steps to redevelopment.

Site Identification

The first part of Site Identification generally occurs before a community approaches the WVRC. This first step in the Redevelopment Process involves more than simply locating a brownfield property and deciding to take it on as your next community project. One of the most important aspects of Site Identification is the identification of the site owner. Site owners should be identified as early as possible, as this will help increase the viability of the project.



Before diving further into the redevelopment process, communities must evaluate the capacity of their stakeholders to determine if the project should be a priority. Once they have confirmed or increased their capacity, they should begin to drill down to discover the purpose of the project. Often communities get stuck after they have decided a site should be cleaned up but have not identified a future use.

REDEVELOPMENT PROCESS



To help determine re-use options, the WVRC works with communities to identify and engage project and community stakeholders. By brainstorming with a small project team, including collaborators, communities can identify any potential stakeholders who should be invited to the



Collaborative Redevelopment

redevelopment process. This stakeholder identification and engagement process begins in the first step of redevelopment but continues throughout the project.

After stakeholders have been engaged, collaborators work with communities to hold community meetings and events that provide opportunities to share re-use visions and ideas. Through structured engagement activities, WVRC staff serve as neutral, outside facilitators to help communities think in new ways and explore new ideas.

Site Assessment

As a community and team begin to work toward a re-use vision, they must assess many aspects of the site itself. Many of these assessments must be done by trained and credentialed professionals. WVRC staff and collaborators help communities complete, or find



consultants to complete, these assessments, including:

- Environmental Assessments,
- Structural Assessments, and
- Historical research for properties of historical significance.

Site assessments often help communities identify areas of opportunity for funding and other resources.

Site Planning & Re-Use

Once a community has identified its vision for the re-use of a site, project teams must plan the implementation of their vision. Collaborators work with teams to develop and implement these plans.



Common redevelopment planning activities include:

- Confirmation of ownership status and potential alternative ownership options;
- Development of conceptual designs based on community input;
- Identification of existing and missing infrastructure needs;
- Estimation of cleanup, rehabilitation, demolition, and/or construction costs;
- Development of project budget; and
- Development of additional planning documents or resources.

Redevelopment Check List

| Project Name: _____ | | Project Contact: _____ | |
|---|--|---|--|
| Pre-Development | Site Assessment | Site Planning & Re-Use | |
| Capacity Building <input type="checkbox"/> First Impressions <input type="checkbox"/> Community Design Team (CDT) <input type="checkbox"/> WV Redevelopment Collaborative (WVRC) <input type="checkbox"/> WV Community Development Public <input type="checkbox"/> Bridgmont Sustainability Institute (BSI) <input type="checkbox"/> County Economic Development Authority (EDA) <input type="checkbox"/> State Historic Preservation Office (SHPO) _____ _____ Site Identification <input type="checkbox"/> Brownfields Assistance Centers (BAC) <input type="checkbox"/> WV Development Office (WVDO) <input type="checkbox"/> County Economic Development Authority (EDA) <input type="checkbox"/> WV Department of Environmental Protection (DEP) <input type="checkbox"/> Local governments <input type="checkbox"/> Local community groups _____ _____ Other: <input type="checkbox"/> Zoning Issues <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ | Environmental <input type="checkbox"/> BAC <input type="checkbox"/> WV DEP <input type="checkbox"/> Party responsible for contamination <input type="checkbox"/> Private Foundation <input type="checkbox"/> Private Environmental Firms <input type="checkbox"/> Regional Planning & Development Council (EDA) <input type="checkbox"/> Local EDA <input type="checkbox"/> WVDO <input type="checkbox"/> US Environmental Protection Agency <input type="checkbox"/> _____ <input type="checkbox"/> _____ Historical <input type="checkbox"/> SHPO <input type="checkbox"/> Architect <input type="checkbox"/> WVDO <input type="checkbox"/> Local EDA <input type="checkbox"/> _____ <input type="checkbox"/> _____ Other: <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ | Conceptual Design <input type="checkbox"/> WVU Landscape Architecture <input type="checkbox"/> Architectural Consultant <input type="checkbox"/> Parks & Recreation organization <input type="checkbox"/> Main Street <input type="checkbox"/> CDE/BAC <input type="checkbox"/> Campus Compact: Community LINK <input type="checkbox"/> Private Sector <input type="checkbox"/> _____ <input type="checkbox"/> _____ Community Engagement <input type="checkbox"/> WV HDB Technical Assistance <input type="checkbox"/> BAC <input type="checkbox"/> WVDO <input type="checkbox"/> WV Sustainable Communities (WVSC) <input type="checkbox"/> State Historic Preservation Office (SHPO) <input type="checkbox"/> _____ <input type="checkbox"/> _____ Feasibility/Market Analysis <input type="checkbox"/> FHL Bank <input type="checkbox"/> US Department of Agriculture (USDA) <input type="checkbox"/> University Business Programs <input type="checkbox"/> Main Street <input type="checkbox"/> _____ <input type="checkbox"/> _____ Other: <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ | |
| Project Financing | Redevelopment | Success | |
| Loans <input type="checkbox"/> USDA <input type="checkbox"/> Small Business Administration (SBA) <input type="checkbox"/> Private Banks <input type="checkbox"/> FHLBank <input type="checkbox"/> WV EDA <input type="checkbox"/> _____ <input type="checkbox"/> _____ Tax Credits <input type="checkbox"/> New Market Tax Credits <input type="checkbox"/> TIF Districts <input type="checkbox"/> Low Income Housing Tax Credits <input type="checkbox"/> Historic Preservation Tax Credits <input type="checkbox"/> _____ <input type="checkbox"/> _____ Investment <input type="checkbox"/> WV DO Programs <input type="checkbox"/> County EDAs <input type="checkbox"/> WV DEP <input type="checkbox"/> US EPA <input type="checkbox"/> _____ <input type="checkbox"/> _____ Other Investment <input type="checkbox"/> State or Local Bonds <input type="checkbox"/> Private Grants <input type="checkbox"/> Private Financing <input type="checkbox"/> _____ <input type="checkbox"/> _____ | Marketing <input type="checkbox"/> County EDA <input type="checkbox"/> University marketing programs and students <input type="checkbox"/> WVDO Infrastructure: <input type="checkbox"/> Infrastructure and Jobs Development Council <input type="checkbox"/> Local Government <input type="checkbox"/> Regional Planning & Development Councils <input type="checkbox"/> Rails to Trails Programs Public/Non-Profit <input type="checkbox"/> US EPA <input type="checkbox"/> US EDA <input type="checkbox"/> Voluntary Remediation Program <input type="checkbox"/> Private <input type="checkbox"/> _____ <input type="checkbox"/> _____ | Celebrating Milestones <input type="checkbox"/> Elected Officials <input type="checkbox"/> Community organizations <input type="checkbox"/> BAC Attracting New Business <input type="checkbox"/> Local EDA <input type="checkbox"/> Tourism Division <input type="checkbox"/> Local officials <input type="checkbox"/> _____ <input type="checkbox"/> _____ | |



Project Financing

Project Financing

After creating a redevelopment plan and budget, the stakeholders must seek funding for each aspect of the project. Many funding and financing options exist for brownfield projects, and collaborators with financial and fundraising backgrounds can help communities to identify and pursue the options that are most feasible for their project.

These can include traditional loans; public funding from local, state, or federal agencies; grants from private foundations; capital campaigns; and crowd-funding.

Redevelopment

Redevelopment

This step involves the implementation of the redevelopment plan and site work to develop the property for its new use. Any environmental cleanup, building rehabilitation or demolition, and new construction take place in

this step. For most of these activities, the community or developer will have contracted with professionals to complete the work. Collaborators and community experts will offer guidance and support as needed throughout the process.

Success

Success

Celebrate, celebrate, celebrate! When a project comes to a successful end, it is important to acknowledge

the achievement, recognize those who were involved in making it happen, and demonstrate to the broader community that success is possible. Take a moment to appreciate the hard work of everyone involved before diving into your next redevelopment project.



NBAC staff and local project champion celebrate a project groundbreaking with WV Governor Earl Ray Tomblin (second from left)

Ways to celebrate your redevelopment success include:

- press releases,
- ribbon cutting events, and
- celebration events for stakeholders and volunteers.

Celebrating a successful redevelopment can also help build momentum for future projects. "In some



instances, brownfields redevelopment is the catalyst or the linchpin that creates a positive environment for new investment and leads to transformation of entire neighborhoods and districts,” so take advantage of the positive environment and use it to cultivate further success in your community (Paull 7).

Collaborative, Multidisciplinary Teams

The WVRC implements a collaborative team approach on specific brownfields projects, working with local project champions to identify project needs and barriers and potential solutions.

Often, a community can be working through several state or nonprofit assistance programs without those agencies being aware of the others’ presence in the community. To help address this issue and to encourage collaboration, the WVRC implements a collaborative approach, “facilitating and operating in multiorganizational arrangements in order to remedy problems that cannot be solved — or solved easily — by single organizations” (McGuire, “Collaborative Public Management” 33). To address complex issues

of brownfields and community development, the WVRC has developed a network of service providers, bringing these public, private, nonprofit, and academic organizations to the same table with community and project representatives to increase the probability of success for everyone.

Sample Brownfields Redevelopment Team



In the Collaborative Model, the expertise of the project representatives – that is, their knowledge of the project and community – is recognized in the same way that academic or professional expertise is. Each perspective and background is given equal weight and consideration in the search for a collaborative solution to a major community problem, as the role of the collaborators is not to solve problems for the community, but with the community.

The WVRC staff serve as facilitators and coordinators of this collaborative approach, striving “to create an environment and enhance the conditions for favorable, productive interaction among [collaborative] participants”(McGuire, “Managing Networks” 603). The WVRC Coordinator works with Collaborative partners and communities to identify the skills and needs of all and to build effective teams to address redevelopment problems at the local level. These Brownfields Redevelopment Teams work closely with each other and the communities, which allows for an interweaving of experience and expertise, building the effectiveness of the programs, as well as the impact to the community.



Brownfields Redevelopment Teams (BRTs) are composed of area experts from the public, private, nonprofit, and academic sectors. Rather than creating a concrete set of teams to send out to brownfields projects as needed, the WVRC Coordinator assembles new teams for each project because “each brownfield is unique—a different site with different owner, developer, financier, government agencies, community groups and neighbours”(McCarthy 294).

Brownfield Redevelopment Team Members are:

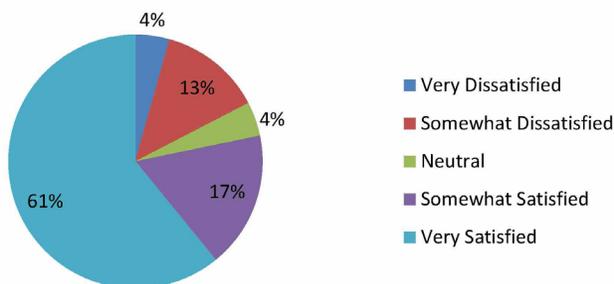
- Experts in their field;
- Committed to redevelopment efforts in WV;
- Available to work with communities through the entire redevelopment process;
- Eligible to receive some travel and expense reimbursement related to their work on the BRT; and
- Permitted to use work on BRT in research projects, classes, or articles being developed for publication.

As in other models of technical assistance or service learning, individual team members provide technical assistance based on their expertise, with academic collaborators sometimes including students and using the opportunity to teach the application of theories in practice.

In contrast to more traditional models of technical assistance, however, these academic, public, and private service providers work with a community on a project concurrently, allowing for diverse and genuine discussion that often leads to solutions that might not otherwise be discovered. As experts from different backgrounds, including community experts, share their experience and perspective, new ideas emerge organically, ultimately leading to more efficient provisions of services. Collaborative partners are

not asked to provide technical assistance that they do not already or otherwise provide. Instead, they are simply asked to do it collaboratively, with the work of colleagues in mind.

How satisfied were you with your experience with the BRT?



For example, on a project in Parkersburg, faculty and students from the WVU Landscape Architecture program worked closely with the City to create site plans for the Little Kanawha Riverfront (LKR) Redevelopment project. Faculty and students from the marketing program at WVU-Parkersburg were also involved in the project from the beginning, which will allow them to create more effective

and meaningful marketing materials for the site once the City has reached that phase in the project. Because of this collaboration, there will be no “down time” during which the City must switch gears to find a marketing expert, explain the project to them, and develop a marketing plan; an expert is already engaged in and familiar with the project and will be able to create those materials more efficiently as a result.



Collaborative Redevelopment

Most community partners in the first rounds of the WVRC experienced high involvement with their Brownfield Redevelopment Teams; 96% indicated that their BRT was involved with their project throughout the grant period, with 13 respondents (57%) indicating that their team was very involved. Community project contacts were overwhelmingly satisfied with their experience with their BRTs and with the products or services they provided; 78% of participants responded that they were either somewhat (17%) or very satisfied (61%) with their experience with the team, and 87% were either somewhat (35%) or very (52%) satisfied with the products or services provided by their BRT members.

This method of collaborative development is unique in several key ways. Plans are not developed and then passed along to other experts or service providers, ultimately destined to be placed on a shelf in a community without the capacity or the collective energy to implement its recommendations. Instead, the plans are developed with key input from community liaisons and project champions based on practical and realistic expectations, with a team committed to and capable of achieving the goals of the plan. The goal is not what general resources may apply to this project or others like it, but how to work together to solve the problems associated with this specific project, using a specific team's strengths and expertise.



Residents in Shepherdstown celebrate the start of cleanup at a closed landfill that will become the site of a county library

Additionally, redevelopment plans are expected to follow the redevelopment process outlined above, and BRT members – including faculty experts, agency representatives, and community stakeholders – are expected to create specific work plans with tasks assigned to collaborators, which ultimately facilitates greater success. Experts and community representatives do not gather to

merely complete an exercise on what could be in their community; they are expected to outline and commit to a realistic and achievable work plan that can be implemented only by team members working collaboratively. While travel expenses are sometimes necessary to encourage experts to connect with a community initially and to commit to working with them in the long-term, the self-interest of fulfilling their agency, organizational, or programmatic mission and/or research interests leads to relationships with the project that ultimately benefit the experts as well as the community.

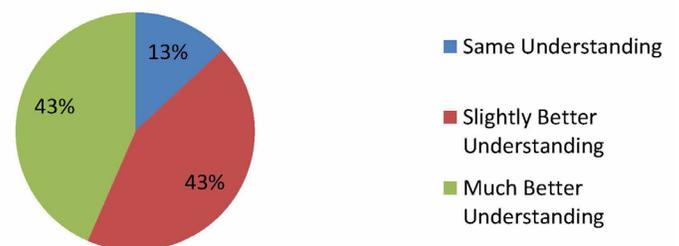


The final difference in this model compared to other, broader community development models is its focus on specific projects and sites rather than on communities-at-large. The WVRC model focuses on specific brownfields redevelopment projects as quantifiable and solvable problems within the broader context of community-wide revitalization efforts. This focus on specific projects enables stakeholders to identify achievable action steps that will lead to success on those projects.

The goal of the WVRC model is not to train communities or provide coaching on the broad and somewhat theoretical ideas of community development work. The goal is instead to illustrate the path to success on specific projects, success that can ultimately be replicated on other projects using the same collaborative model, as the community and team members build their confidence and capacity through project success. The creation of these relationships is mutually beneficial. Communities gain a broader understanding of the redevelopment process and increase their capacity to implement it successfully; service providers increase their impact and efficiency in communities, improving the public perception of their programs and ultimately reaching a broader constituency.

After working through the redevelopment process with the aid of the WVRC and a Brownfields Redevelopment Team, most community project leaders felt that the experience had increased their understanding of the redevelopment process and the services available to communities throughout that process. Of the 23 project contacts surveyed, 86% indicated they had a better understanding of the redevelopment process, and 78% reported a better understanding of the resources available for redevelopment projects.

After this project, do you feel like you have a better understanding of the redevelopment process?



The implementation of this model on projects through the WVRC has proven effective, particularly in the development of relationships between service providers and community members. A majority of the WVRC project stakeholders indicated that they had developed an ongoing relationship with their Brownfields Redevelopment Team members; 91% of project contacts reported that their team members had remained involved in the project after the grant period, with 57% of those indicating that three or more collaborators had remained engaged. Levels of engagement differed, with some BRT members assisting further with project implementation and others pursuing new projects with their community contacts.



Collaborative Redevelopment

Although many respondents cited team communication as a challenge on the project, they also felt that the WVRC staff and Team members successfully addressed their challenges for the betterment of the project. Several individuals also cited team member communication as the best part of their WVRC experience, with one individual noting that “the communication among team members resulted in a good plan which embraces the highest and best use for the property” (WV Redevelopment Collaborative).

Structured Engagement

A key ingredient in the success of brownfield redevelopment is significant community buy-in from diverse groups of stakeholders. On every project, the WVRC works with local individuals rooted in the community and committed to the project to identify potential stakeholders who should be tapped for involvement, giving them an opportunity to share their “voice in defining what the project will be as well as how it will operate” (Virgil).



Community stakeholders and collaborators work through structured planning activities

Even at the early stages of a project, there is often significant push back from community stakeholders who have already decided that a project has insurmountable barriers and that various groups of stakeholders should not be engaged in the process. What the WVRC stresses is that every community has the opportunity and the capacity to find their unified community vision and work on a project collaboratively – but only if everyone is invited to the table. The WVRC works with communities, service providers, and academic experts to implement this model, encouraging all stakeholders to work collaboratively at each step of the process. Interested stakeholder groups often include the site owner, adjacent property owners, elected public officials, nonprofit organizations, church groups, and other interested citizens. Stakeholders are assembled into working groups that work closely with one another and the Brownfields Redevelopment Team to champion the project, helping to build support and momentum.

To best engage community stakeholders the WVRC encourages and demonstrates the use of structured engagement activities. In the selection of projects for funding and technical assistance, the WVRC creates and facilitates activities designed to help multi-disciplinary teams interact and identify the issues and



opportunities on specific brownfields sites. These funding events help the WVRC demonstrate structured engagement to communities. Through creative activities, project champions are able to explore their projects from new perspectives and to learn how to use similar activities when they go back to their communities.

Structured engagement activities can be used by service providers and communities to facilitate discussion and brainstorming on the redevelopment of a site. Stakeholders should be encouraged to think without limits in the beginning, to help to identify the true aspirations of a community. Once these ambitious goals have been identified, additional activities can be used to identify strategies for implementation.

The final key to structured engagement is to be sure to incorporate the results from these activities in future redevelopment planning. If community stakeholders are invited to share input but can never see that input being put to use, they are unlikely to stay engaged. Communities should craft activities in a way that allows them to receive community feedback that can be built into the project.

Tips for Structured Engagement Activities

- 1) **Allow for interaction** – Design activities that allow participants to offer their individual input but also to work interactively. Often the best ideas come from the creative synergy generated in small groups.
- 2) **Get creative** – Don't be afraid to use themes or fun, hypothetical scenarios to get people out of their comfort zones and thinking creatively.
- 3) **Be prepared** – To work most effectively, structured engagement activities must be planned ahead of time and detailed instructions must be shared with participants. Although some flexibility in timing and interaction is recommended, this is best when allowed in the context of a broader activity plan.



Conclusion

In West Virginia, as in most states, many resources are available for communities working on redevelopment projects, including projects on brownfield sites. Unfortunately, many communities are unaware of all of these resources, or even of how to identify them.

The redevelopment process can be daunting for a community of any size. Often, even the service providers working in redevelopment are not aware of all of the resources available to assist in planning, assessment, and redevelopment. By implementing the Collaborative Model for Redevelopment created by the WVRC, communities and service providers can find the necessary tools for tackling priority redevelopment projects.

The Collaborative Model for Redevelopment addresses two of the major challenges to brownfield redevelopment: capacity and uncertainty. The lack of local capacity to identify all the necessary resources to tackle a redevelopment project often perpetuates false perceptions about project barriers, leading to long project delays. The uncertainty of a successful outcome to the project – due to concerns about liability, site conditions, and an often unwarranted fear of public reaction to the project – also contributes to project delays.



Members of a BRT working to plan an industrial park in Wyoming County celebrate a successful year

Working with communities on actual projects, the WVRC has distilled the lessons learned on successful projects and compiled these lessons into a model that can be implemented by other communities. By simplifying and demystifying the redevelopment process into easy-to-use tools and processes, this model can help communities of any size redevelop even the most daunting brownfield site.

Using multi-disciplinary Brownfields Redevelopment Teams composed of area experts from the public, private, nonprofit, and academic sectors, communities can capture the maximum economic, environmental, and social benefit from the remediation and adaptive re-use of brownfields and other strategically located properties. Tools like the Redevelopment Process Guide and Redevelopment Check List, along with structured engagement activities, help communities make a lasting impact through redevelopment.



Old North Park Landfill – Wheeling, WV

Project Background

The Old North Park Landfill is a former municipal landfill owned by the City of Wheeling, which operated from 1971-1983 to serve the citizens of Ohio County and the neighboring Brooke and Marshall Counties. The City of Wheeling received funding from the Northern WV Brownfields Assistance Center in 2009, which helped the City leverage funds to complete Phase I and Limited Phase II Environmental Assessments. These assessments confirmed that there were environmental concerns that needed to be addressed, as well as further assessment to do, before the site could be redeveloped.

Old North Park Landfill

Location: North Park, Wheeling, WV

Size: Approximately 30 acres

Site Owner: City of Wheeling

Former Use: Municipal Landfill

Anticipated Re-Use: Recreational complex

The City of Wheeling was asked to nominate a project for the first round of the West Virginia

Redevelopment Collaborative (WVRC). They selected the Old North Park Landfill because it was determined to have the clearest vision for re-use. Additionally, the adjacent community of North Park had been identified in the City's Comprehensive Plan as an underserved area in terms of recreational facilities, and there was evidence of community support for a recreational re-use of the site. The WVRC provided a means for the City to devise a plan to further the site towards a recreational re-use.



An abandoned building at the Old North Park Landfill

Brownfields Redevelopment Team

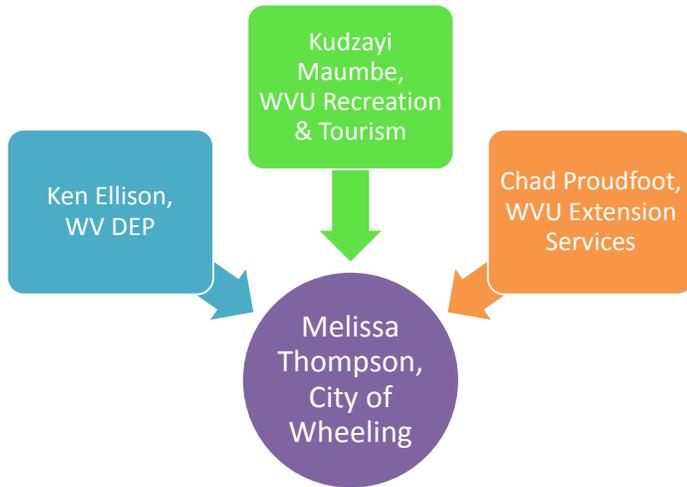
Based on the information provided by the City of Wheeling, the WVRC placed three collaborators on a BRT to work closely with the City and compete for a mini-grant in 2011.



Case Studies

Old North Park Landfill – Wheeling, WV

Old North Park Landfill BRT



To help address the environmental concerns and to assist with questions regarding the closure of a municipal landfill, Ken Ellison of the WV Department of Environmental Protection (WV DEP) was assigned to the North Park project. As the Director of the Division of Land Restoration at the WV DEP, Mr. Ellison was familiar with all aspects of brownfield cleanup and redevelopment, and was particularly familiar with the programs of the WV DEP.

As an expert in tourism and recreation management, Professor Kudzayi Maumbe provided valuable insight and guidance to the North Park team on the questions related to the recreational re-use of the landfill.

Chad Proudfoot, a Program Coordinator in the Community Resources & Economic Development program of the WVU Extension Service, provided assistance in community engagement throughout the project. Mr. Proudfoot, along with the rest of the North Park team, helped the City to identify methods of gathering community input. He also helped in the actual gathering of that input at a community meeting in the adjacent neighborhood.

Project Barriers

As part of the WVRC process, the newly formed Brownfields Redevelopment Team (BRT) was asked to identify the major barriers to the Old North Park Landfill project. At a structured engagement event, the BRT identified four barriers:

- Community Engagement – The BRT anticipated potential health concerns of the neighborhood and stressed the importance of providing a venue for community input on the project plan.



Wheeling residents examine site plans from the Old North Park Landfill



Conceptual design for recreational re-use

- Environmental and Wetlands Concerns – Due to the site’s history as a municipal landfill and the environmental assessments already conducted, the BRT identified environmental concerns as a potential barrier. Wetlands had also been identified at the site, which raised concerns about how this might impact the recreational re-use and design of the site.
- Engineering Feasibility – Although the City planned a recreational re-use at the site, at the beginning of the WVRC project, there had been no study to conclude that this was feasible based on the attributes of the site.
- Concept Development – The City and Team supported the recreational re-use plan but did not have a conceptual design to assist in seeking funding or investments for the project.

Redevelopment Planning

The Old North Park Landfill BRT received \$5,000 in project funding from the WVRC, which facilitated technical assistance from the BRT. The BRT worked closely with the City in 2012 to address the barriers they had identified and help move the project along in the redevelopment process.

The first and most impactful result of the BRT’s work was a legal decision from the WV DEP’s Landfill Closure Assistance Program (LCAP). Thanks to connections made by team member Ken Ellison, the LCAP staff allowed the City to expand the boundaries of the existing closure that was occurring at the Newer North Park Landfill to also include the entire area of the Old North Park Landfill. The LCAP intervention in the project meant that the costs of all assessment and cleanup, as well as site grading would be absorbed by the LCAP. This inclusion will save the City from any further need to secure assessment and cleanup money, which would otherwise have cost the City hundreds of thousands of dollars.

Community Recreational Needs

- Hiking/walking trails to connect with other neighborhoods,
- Fenced dog park,
- Playground,
- Orchard,
- Botanical gardens,
- Zip line,
- Picnic area/shelters,
- Frisbee golf,
- Mountain biking, and
- Extreme paintball



Case Studies

Old North Park Landfill – Wheeling, WV

After this determination, the City worked with Dr. Maumbe and Mr. Proudfoot to develop a recreational needs survey and administer the survey at a community event designed to get input from the community on the desired re-use of the Landfill site. Although the City had originally anticipated that baseball fields would be the main focus of the recreational complex, survey results and public comment at a community event revealed that the community was looking for more diverse recreation options, including trails connecting to other neighborhoods in Wheeling, a dog park, and extreme paintball.



The Old North Park Landfill BRT was recognized for its superior collaboration efforts in 2012.

Using the input of the community from surveys and the community event, the City worked closely with the engineer working on the closure of the site to develop a conceptual plan for the recreational re-use of the site. The City was able to work with the WV DEP to close the sites with a future re-use in mind, minimizing the amount of engineering that would have to be done upon the construction of the recreational complex. This collaboration with the private sector contractor helped the City to address its final two barriers – the engineering feasibility of the project, and the conceptual design needed for site planning.

By working through the first steps of the Redevelopment Process with their BRT, the City of Wheeling was able to leverage hundreds of thousands of dollars for site assessment and cleanup; identify the recreational needs and priorities of community stakeholders; and create a plan for the landfill closure that, by anticipating the future use of the site, will lead to a more efficient and effective closure of the landfill, as well as a more effective redevelopment of the site in the future. Because of their superior collaboration, the Brownfield Redevelopment Team working on the Old North Park Landfill project received the 2012 Collaborative Buzz Award.



Little Kanawha Riverfront Redevelopment – Parkersburg

Project Background

The Little Kanawha Riverfront Redevelopment project is located on an abandoned and burned out marble factory site and is comprised of six parcels owned by three parties. The site is situated along the banks of the Ohio River and in close proximity to downtown and major travel networks through Parkersburg. The City of Parkersburg received funding from the NBAC in 2010, which allowed the City to complete Phase I & Phase II Environmental Assessments at the site.

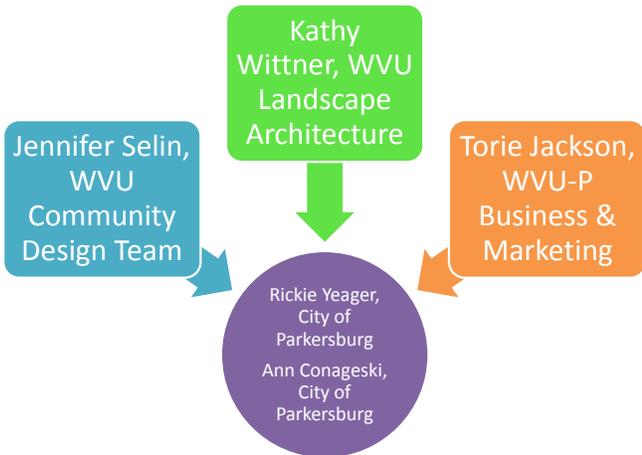
The City of Parkersburg was invited to nominate a site for participation in the first round of WVRC funding and submitted this site. The project was selected by the City because of its potential to reclaim and enhance the City’s waterfront. This site is a priority for the City because of its central, waterfront location in the community, as well as its visibility and access to major thoroughfares.

| |
|---|
| <p>Little Kanawha Riverfront Redevelopment</p> <p>Location: Parkersburg, WV</p> <p>Size: Approximately 8 acres</p> <p>Site Owner: Multiple private owners</p> <p>Former Use: Marble Factory</p> <p>Anticipated Re-Use: Riverfront recreation and retail</p> |
|---|

Brownfields Redevelopment Team

Based on the information provided by the City of Parkersburg, the WVRC matched three collaborators to work closely with the City and compete for a mini-grant in 2011.

Little Kanawha Riverfront BRT



To help consider the Little Kanawha Riverfront (LKR) project in the broader context of the City as a whole, Jennifer Selin of the WVU Community Design Team (CDT) was assigned to the project. Through her work with the CDT, Ms. Selin has worked with many communities across the state on multi-faceted development on a human scale to suit local needs. This expertise, plus her knowledge of similar projects across the country, provided valuable tools for Parkersburg on the LKR project.



Case Studies

Little Kanawha Riverfront Redevelopment – Parkersburg

WVU Landscape Architecture Professor Kathy Wittner was added to the LKR team to assist in site planning and landscape design for future re-use. Professor Wittner’s strong interests in urban design and planning, and outdoor classroom design and education, were a natural fit for the City’s interest in developing the LKR site into a public greenspace with recreational and educational components.

To assist in the eventual marketing and promotion of the site, the WVRC assigned WVU-Parkersburg professor Torie Jackson as the final team member on the LKR project. Professor Jackson’s background in media and marketing was a valuable skill for the City in its anticipated promotion of the site redevelopment project before, during, and after redevelopment.

Project Barriers

As part of the WVRC process, the newly formed Brownfields Redevelopment Team (BRT) was asked to identify the major barriers to the Little Kanawha Riverfront Redevelopment project. At a structured engagement event, the BRT identified four barriers:

- Site Ownership – The LKR site is divided into three parcels with multiple owners. This presented potential issues with site access, cleanup funding options, and additional concerns.
- Funding and Investment – Although the City was committed to the project’s success, they recognized that success would be dependent on securing partnerships with public, private, and non-profit entities.
- Infrastructure Improvements – Access to the site was difficult due to the design of the adjacent intersection.
- Planning and Development – Although a concept plan had been developed prior to the site’s participation in the WVRC, Team members identified issues with the plan and suggested an updated plan be developed.



The remains of a marble factory at the LKR site



Redevelopment Planning

The LKR project received \$5,000 in project funding from the WVRC, which facilitated technical assistance from the BRT. The BRT worked closely with the City in 2012 to address the barriers they had identified and to help move the project through the stages of the redevelopment process.

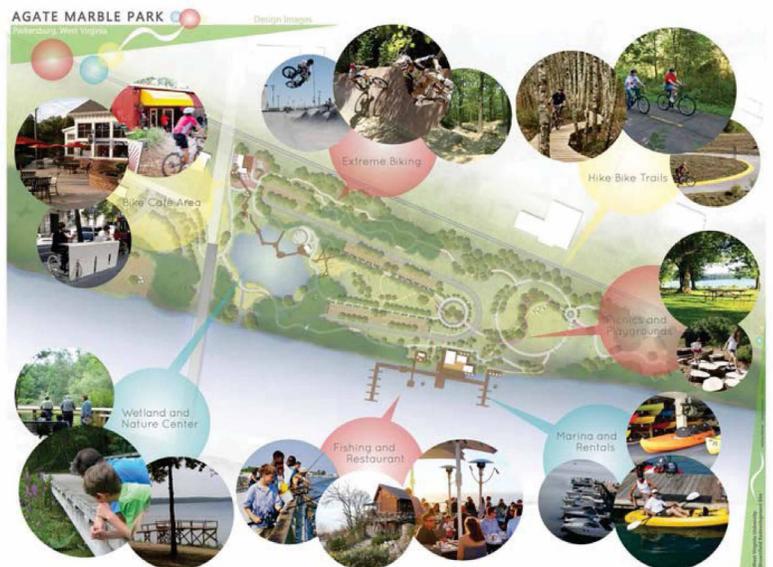
Professor Wittner immediately engaged several of her students in the project, taking two undergraduates and one graduate student on the initial site visit in the early spring of 2012. The students joined the team on a walking tour of the site and of the greater Parkersburg community to provide context for the project and the City's intentions, which are to create a destination center along the river for residents and non-residents alike.



BRT explores the LKR site for inspiration in site planning

The team also traveled to communities outside West Virginia who have successfully completed waterfront redevelopment projects. Searching for inspiration for Parkersburg, the team met with local officials to learn how these projects came to fruition and what partnerships were involved in the planning and development process.

Using inspiration from those site visits, the Team, which grew to include several students, developed plans for Agate Marble Park to be developed at the site. Proposed amenities at the Park include a new public marina and restaurant, natural ecology center and a wetland boardwalk, and light commercial and retail opportunities such as boat and kayak rentals.



Detailed site plan developed by WVU Landscape Architecture students



Case Studies

Little Kanawha Riverfront Redevelopment – Parkersburg

Armed with project ideas and specifics, the City is now finding ways to work with project stakeholders to make the Agate Marble Park project a reality. “The Collaborative work done thus far has really elevated the conversation about the AMP site,” says Parkersburg Planning Administrator Rickie Yeager. “This will enable us to talk with more stakeholders going forward in a way that would not otherwise be possible – we have something tangible to show people. And most importantly, the plan is practical and obtainable.”

Professor Jackson was also involved and informed throughout the conceptual design process, allowing her to have a more intimate knowledge of the project before beginning to develop marketing and promotional materials for the site. Because of this, when the City reaches the stage where marketing materials make sense, there will be a shorter lag between stages, as they will not have to wait to catch the Team member up – she will have been informed from the beginning and will be able to deliver a better product in a shorter time.



Plans for the LKR site include public green space and venues for boat and kayak rental.

Perhaps the most substantial impact of the LKR project has been the lasting relationship developed between WVU Landscape Architecture and the City of Parkersburg. During the project grant period, Professor Wittner assigned additional students to work on other projects in the City, a result of the relationship she was building with the City through the WVRC. Professor Wittner continues her work with the City, working directly with the Parkersburg Development Office to identify priority projects for her students.

In 2013, the City of Parkersburg served as a project partner on another WVRC project with Downtown PKB, a local nonprofit working to promote downtown Parkersburg. The project focuses on several vacant downtown buildings in the hopes of highlighting the potential for a “Live. Work. Play.” model downtown. The Downtown PKB project, recognizing the success of the LKR project, is also implementing the WVRC model to promote redevelopment.



BFG Site – Richwood

Project Background

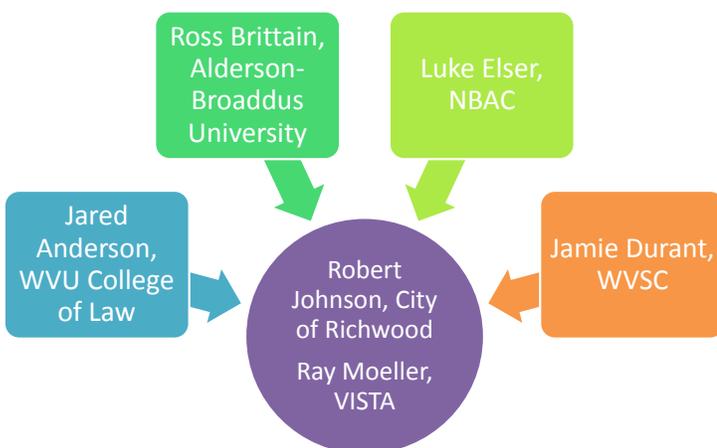
The BFG property in Richwood consists of several contiguous lots containing one structure, a 30,000 square foot building constructed in 1970. The property has had several tenants, including a rubber products company and a hardwood furniture store. The site has been vacant since 2005, leading to vandalism of the structure.

The project was selected for nomination in the second round of the WVRC. The City of Richwood applied to participate in the WVRC in the hopes of addressing several project barriers that were impeding the City’s desire to redevelop the site into a recreational facility in an underserved neighborhood of Richwood. The City was invited to a structured engagement event, where it was matched with a Brownfields Redevelopment Team based on the needs outlined to the WVRC by the project contacts.

Brownfields Redevelopment Team

To help address legal issues identified by the City, Jared Anderson of the WVU College of Law was selected for the team. As a Supporting Land Use Attorney at the College’s Land Use and Sustainable Development Law Clinic, Mr. Anderson works closely with communities to update comprehensive plans and other land use questions.

BFG Brownfields Redevelopment Team



BFG Building

Location: Richwood, WV

Size: 3-4 acres, with 30,000 sf building

Site Owner: Richwood Municipal Building Commission

Former Use: Rubber products company, hardwoods furniture company

Anticipated Re-Use: Recreational

As many questions remained regarding the environmental contamination at the site, Environmental Sciences Professor Ross Brittain from Alderson-Broaddus University was also assigned to the BRT. Dr. Brittain has experience academically and professionally in environmental science and offered his expertise in environmental science, ecology, and regulatory frameworks to help develop the sustainable re-use of the project.

To assist in community development questions, Luke Elser of the Northern WV Brownfields Assistance Center (NBAC) was added to the



team. Mr. Elser has extensive experience in brownfields redevelopment and in engaging communities throughout the redevelopment process.

A later addition to the team was Jamie Durant, coordinator of the WV Sustainable Communities (WVSC) program of the Sustainability Institute at Bridgmont. Ms. Durant’s background in sustainable practices for communities, as well as her knowledge of resources available to communities, provided the project team with the context of sustainability.

Project Barriers

As part of the WVRC process, the newly formed Brownfields Redevelopment Team (BRT) was asked to identify the major barriers to the BFG site redevelopment. At a structured engagement event, the BRT identified four barriers:

- Environmental Contamination – Based on the history of the site, the BRT anticipated there were contamination issues at the site, but no environmental assessments had been completed.
- Structural Viability – Before moving forward with redevelopment of the site and building, the BRT agreed that a confirmation of structural soundness was important.
- Financial Viability – Although the site owner is the Richwood Municipal Building Commission, the City was aware of several liens against the property, which may impact the financial feasibility of the project.
- Best Use of the Property – Although a recreational re-use had been identified as the preferred option, the BRT sought to confirm that this was indeed the best plan for the site.



The BFG Building in Richwood has housed several businesses, including a rubber products company.

Redevelopment Planning

The BFG project received \$2,000 in funding from the WVRC, which facilitated technical assistance from four collaborators. This funding and technical assistance helped to leverage additional funding and support from other organizations across the state, helping to build broader momentum in Richwood.

To address the concerns about contamination at the BFG site, Dr. Brittain brought several Environmental Studies students to Richwood to provide the soil sampling and testing at the site. This environmental



testing allowed Dr. Brittain to give his students real world experience while providing a service to the City of Richwood. The NBAC also helped to secure a report from the WV DEP that confirmed that all hazardous

materials that had been stored and left inside the structure from the previous occupant, the Cherry Valley Furniture Company, had been inspected and removed.

Environmental Testing Results

- No traces of PCBs
- Traces of arsenic well below threshold
- Presence of lead – below the threshold, next level sampling and screening recommended

BRT member Jared Anderson also brought students to Richwood to address a city-wide initiative that will have a great impact on the BFG site. Through the Land Use & Sustainable Development Law Clinic, Mr. Anderson assisted the City in the creation of a state-mandated Comprehensive Municipal Plan,

which requires discussion of redevelopment and adaptive re-use in the City. Mr. Anderson and his students helped the City to form a Planning Commission and assisted in the creation of a legal municipal plan.

Jamie Durant of West Virginia Sustainable Communities (WVSC) also assisted with city-wide planning, as she encouraged the city to incorporate sustainable practices in both the plan for the BFG site and the broader comprehensive planning. Leveraging the funding from the WVRC and the work of the BRT, the City received a grant from the WVSC to conduct a walkability assessment of Richwood and the surrounding area. The goal of the WVSC project is to connect the existing rail-trail and many Forest Service trails that surround

“The project team has been a pleasure to work with, generously making time in their busy schedules to provide these services to our community.”

– City of Richwood representatives

Richwood, making the City a natural location for a trail head to serve both trail systems. The City is also working to ensure that the town is fully accessible to pedestrian and bicycle traffic.



The BRT learns more about the BFG site and Richwood at an event hosted by the WVRC.

The City of Richwood is also a Blueprint Community, a program administered by the WV Community Development Hub that was developed “to help community leaders plan for and carry out effective and comprehensive community improvement efforts that can have an enormous impact on quality of life” (FHLBank Pittsburgh 1). Through the collaboration of team members from all three programs, – the WVRC, WVSC, and Blueprint Communities – the City of Richwood has leveraged success on a variety of fronts, and continues to implement the redevelopment process at the BFG site.



Blueprint Communities

FHLBank Pittsburgh and its partners developed Blueprint Communities to be a revitalization catalyst and leadership development initiative and help create sustainable communities in the region. For more information on Blueprint Communities visit www.wvhub.org/blueprint.

Brownfields Redevelopment Toolbox for Disadvantaged Communities

This toolbox was created by the Northeast-Midwest Institute to assist local communities in brownfield redevelopment. To download the Toolbox, visit www.nemw.org/index.php/policy-areas/brownfields/brownfields-disadvantaged-communities-network.

Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets (1993)

by John P. Kretzmann & John L. McKnight

This text is a guide to asset-based community development. This practical guide helps communities implement asset-based community development through activities designed to be completed by broad community stakeholder groups.

Decision Enhancer Tool

The Decision Enhancer Tool (DET) helps communities consider economically and environmentally sustainable land re-use options for brownfield sites. When using the DET, communities will be able to proactively develop strategies from the data gathered and results generated that will lead to productive redevelopment of selected properties. The Decision Enhancer Tool Handbook is available at www.wvbrownfields.org/tools-2/.

EPA Brownfields and Land Revitalization Program

Information on brownfields grants, area-wide planning, tax incentives, sustainability initiatives, and more can be accessed on the EPA Brownfields website at www.epa.gov/brownfields/index.html.

OPTIONS Handbook

The EPA and Smart Growth America developed this community engagement workbook to help community members work together on risk assessment and property re-use planning. The handbook was designed to empower users to participate in community redevelopment decisions and become advocates for positive change. The OPTIONS Handbook can be accessed at www.smartgrowthamerica.org/documents/options-workbook.pdf.



PREPARED Workbook

The PREPARED Workbook was developed by EPA New England and its contractors for local governments. PREPARED is a risk management framework for evaluating opportunities for re-use on brownfields properties not owned by a government entity. This tool can be accessed at www.epa.gov/region1/brownfields/prepared/.

Vacant and Dilapidated Building Toolkit

The West Virginia Community Development Hub developed this toolkit in response to the many communities across the state who are working to address the issues related to vacant and dilapidated buildings. The Vacant and Dilapidated Building Toolkit can be found at www.wvhub.org/vacant-and-dilapidated-building-toolkit.

WV Center for Civic Life

The WV Center for Civic Life “helps engage citizens in community discussions of important public issues that affect our state and nation.” The Center offers training in effective ways to facilitate discussion on community issues, and on how to move those discussions into action. More information about the WV Center for Civic Life can be found at www.wvciviclif.org.

WV Department of Environmental Protection

The WV DEP Division of Land Restoration oversees environmental remediation and special reclamation, administering cleanup programs such as the Voluntary Remediation Program. More information about the WV DEP and its programs can be found at www.dep.wv.gov.

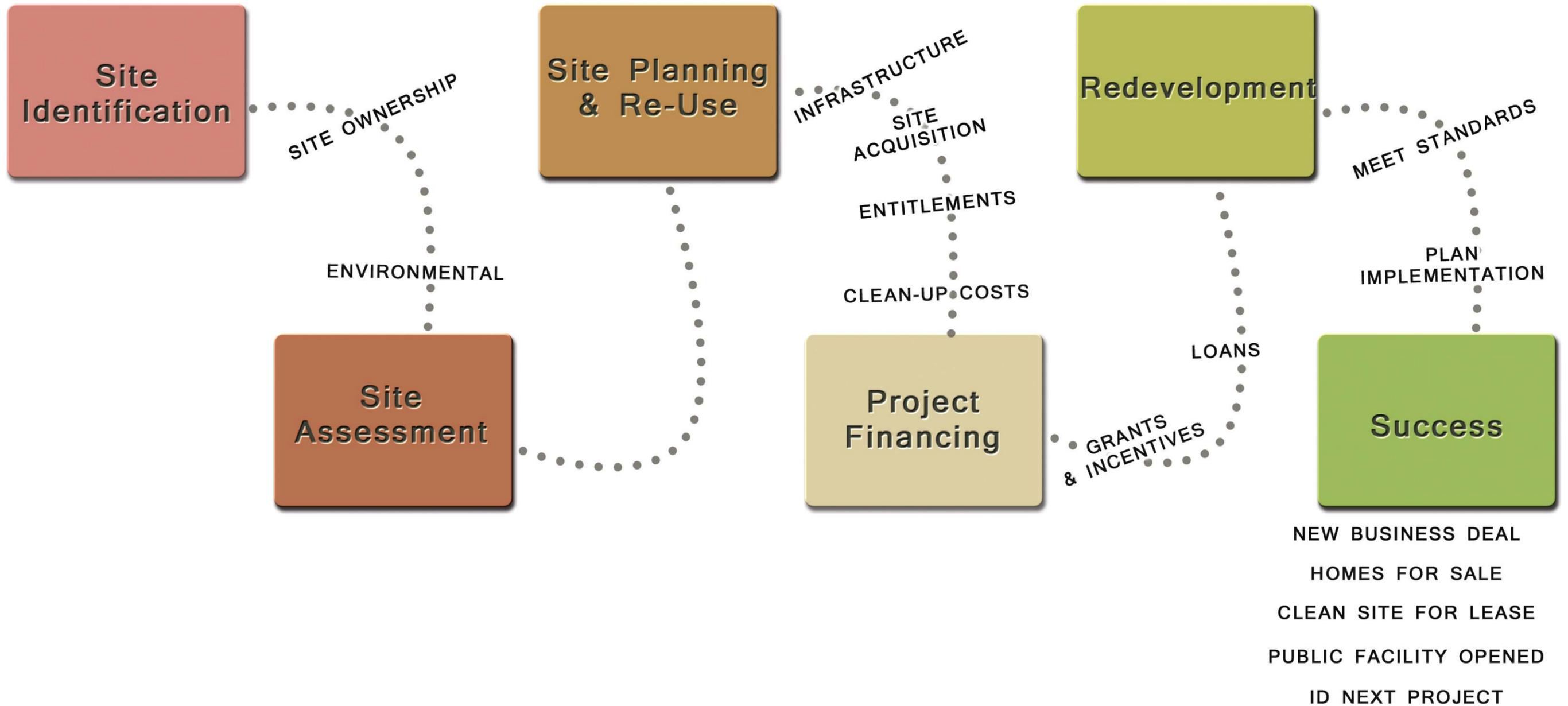
WV Sustainable Communities

WV Sustainable Communities is a program of the Sustainability Institute at Bridgemont that aims to increase the use of sustainability principles across West Virginia, and to assist in communities’ journeys to become environmentally, economically, and socially sustainable for the benefit of current and future generations. For more information on the WVSC and the Sustainability Institute, visit www.bridgemont.edu/index.php/component/content/article?id=253:sustainability-institute-vision-and-mission.html.

Appendix A: Redevelopment Process Guide

Redevelopment Process

- FEASIBILITY
- CAPACITY BUILDING
- PROJECT PURPOSE
- STAKEHOLDER IDENTIFICATION
- STAKEHOLDER BUY-IN



Appendix B: Redevelopment Check List

| Pre-Development | Site Assessment | Site Planning & Re-Use |
|--|---|--|
| <p><u>Capacity Building</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> First Impressions <input type="checkbox"/> Community Design Team (CDT) <input type="checkbox"/> WV Redevelopment Collaborative (WVRC) <input type="checkbox"/> WV Community Development Hub <input type="checkbox"/> Bridgemont Sustainability Institute (BSI) <input type="checkbox"/> County Economic Development Authority (EDA) <input type="checkbox"/> State Historic Preservation Office (SHPO) <input type="checkbox"/> _____ <input type="checkbox"/> _____ <p><u>Site Identification</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Brownfields Assistance Centers (BAC) <input type="checkbox"/> WV Development Office (WVDO) <input type="checkbox"/> County Economic Development Authority (EDA) <input type="checkbox"/> WV Department of Environmental Protection (DEP) <input type="checkbox"/> Local governments <input type="checkbox"/> Local community groups <input type="checkbox"/> _____ <input type="checkbox"/> _____ <p><u>Other</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Zoning Issues <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ | <p><u>Environmental</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> BAC <input type="checkbox"/> WV DEP <input type="checkbox"/> Party responsible for contamination <input type="checkbox"/> Private Foundation <input type="checkbox"/> Private Environmental Firms <input type="checkbox"/> Regional Planning & Development Council <input type="checkbox"/> Local EDA <input type="checkbox"/> WVDO <input type="checkbox"/> US Environmental Protection Agency <input type="checkbox"/> _____ <input type="checkbox"/> _____ <p><u>Historical</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> SHPO <input type="checkbox"/> Architect <input type="checkbox"/> WVDO <input type="checkbox"/> Local EDA <input type="checkbox"/> _____ <input type="checkbox"/> _____ <p><u>Other</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> _____ | <p><u>Conceptual Design</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> WVU Landscape Architecture <input type="checkbox"/> Architecture Consultant <input type="checkbox"/> Parks & Recreation organization <input type="checkbox"/> Main Street <input type="checkbox"/> ON TRAC <input type="checkbox"/> Campus Compact: Community LINK <input type="checkbox"/> Private Sector <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <p><u>Community Engagement</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> WV HUB Technical Assistance <input type="checkbox"/> BAC <input type="checkbox"/> WVDO <input type="checkbox"/> WV Sustainable Communities (WVSC) <input type="checkbox"/> State Historic Preservation Office (SHPO) <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <p><u>Feasibility/Market Analysis</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> FHL Bank <input type="checkbox"/> US Department of Agriculture (USDA) <input type="checkbox"/> University Business Programs <input type="checkbox"/> Main Street <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <p><u>Other</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ |

| Project Financing | Redevelopment | Success |
|--|---|---|
| <p><u>Loans</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> USDA <input type="checkbox"/> Small Business Administration (SBA) <input type="checkbox"/> Private Banks <input type="checkbox"/> FHLBank <input type="checkbox"/> WV EDA <input type="checkbox"/> _____ <input type="checkbox"/> _____ <p><u>Tax Credits</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> New Market Tax Credits <input type="checkbox"/> TIF Districts <input type="checkbox"/> Low Income Housing Tax Credits <input type="checkbox"/> Historic Preservation Tax Credits <input type="checkbox"/> _____ <input type="checkbox"/> _____ <p><u>Incentives</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> WV DO Programs <input type="checkbox"/> County EDAs <input type="checkbox"/> WV DEP <input type="checkbox"/> US EPA <input type="checkbox"/> _____ <input type="checkbox"/> _____ <p><u>Other Investment</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> State or Local Bonds <input type="checkbox"/> Private Grants <input type="checkbox"/> Private Financing <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ | <p><u>Marketing</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> County EDA <input type="checkbox"/> University marketing programs and students <input type="checkbox"/> WVDO <p><u>Infrastructure</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Infrastructure and Jobs Development Council <input type="checkbox"/> Local Government <input type="checkbox"/> Regional Planning & Development Councils <input type="checkbox"/> Rails to Trails Programs <p><u>Clean Up/Demolition</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> US EPA <input type="checkbox"/> US EDA <input type="checkbox"/> Voluntary Remediation Program <input type="checkbox"/> Private | <p><u>Celebrating Milestones</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Elected Officials <input type="checkbox"/> Community organizations <input type="checkbox"/> BAC <p><u>Attracting New Business</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Local EDA <input type="checkbox"/> Tourism Division <input type="checkbox"/> Local officials |



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Collaborative Partners

The development, implementation, and improvement of the WVRC are a result of the key partners working to help communities on redevelopment. In addition to vital local governments and organizations, the WVRC works with resource providers across the state. These partners serve as Team Members on individual projects, share their wealth of knowledge, and helped shape the creation of the Collaborative Model for Redevelopment, including the Redevelopment Process Guide and Check List.

Alderson Broaddus University Environmental Science Program
 BB&T Community Development Department
 Claude Worthington Benedum Foundation
 Coal Heritage Highway Authority
 Concord University Recreation and Tourism Management Program
 Fairmont State University Architecture Program
 FHLBank Pittsburgh
 Main Street West Virginia
 Natural Capital Investment Fund
 Sustainability Institute at Bridgemont
 The Mills Group, LLC
 WesBanco Bank, Inc.
 West Liberty University Department of Marketing & Management
 West Virginia Association of Counties
 West Virginia Brownfields Assistance Center at Marshall University
 West Virginia Campus Compact
 West Virginia Community Development Hub
 West Virginia Department of Environmental Protection

West Virginia Development Office
 West Virginia Division of Tourism
 West Virginia State Historic Preservation Office
 West Virginia University Community Design Team
 West Virginia University Division of Design & Merchandising
 West Virginia University Entrepreneurship & Innovation Law Clinic
 West Virginia University Extension Services
 West Virginia University Land Use & Sustainable Development Law Clinic
 West Virginia University Landscape Architecture Program
 West Virginia University Perley Isaac Reed School of Journalism
 West Virginia University Public History Program
 West Virginia University Recreation, Parks, and Tourism Resources Program
 West Virginia University School of Art & Design
 West Virginia Wesleyan College School of Business
 Woodlands Development Group

WV Water Research Institute -

In 1967, the United States Geological Survey established the WV Water Research Institute (WVWRI) to conduct research related to water issues in the state. Today, the WVWRI develops state water research priorities with oversight and guidance from the WV Advisory Committee for Water Research. WVWRI programs and projects develop strong, multi-disciplinary research teams through collaboration with West Virginia University colleges and divisions, higher education institutions across the country and industry professionals. More information on WVWRI programs, research, projects, initiatives and publications can be found at www.wvwri.com

Northern WV Brownfields Assistance Center

The Northern WV Brownfields Assistance Center (NBAC) serves the State's northern 33 counties by providing communities with technical assistance, regulatory understanding, help with site assessments, planning, funding and risk management, and site marketing for brownfields projects. The NBAC promotes environmental and public health protection by facilitating the cleanup and redevelopment of brownfields sites. For more information about NBAC programs, projects, events, and partners, visit www.wvbrownfields.org.

West Virginia Redevelopment Collaborative

The WVRC is a program of the Northern WV Brownfields Assistance Center, which is housed in the West Virginia Water Research Institute (WVWRI) at the National Research Center for Coal & Energy (NRCCE) at West Virginia University in Morgantown, WV. The program is designed to connect community stakeholders from featured projects within the NBAC's brownfields inventory with appropriate community and structural development professionals in order to collaborate and move forward with the remediation process.

WV Redevelopment Collaborative - NRCCE

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