

Leveraging Resources for Local Brownfields Revitalization



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Challenges of Brownfields Revitalization

While EPA Brownfield grants can help launch projects . . .

There are still challenges

- * Lack of viable reuse vision
- * Cleanup costs can exceed grants
- * May need resources for infrastructure upgrades, design & engineering, and redevelopment costs
- * Myriad of federal, state, private and philanthropic funding sources can be tough to identify, pursue and use
- * Particularly hard for small, rural or distressed communities, or brownfields with limited reuse options or weak markets



U.S. EPA Partners with Public, Private & Non-Profit Sectors to Boost Brownfields

- * In 2015 at the 20th anniversary of the national Brownfields Program, U.S. EPA launched the “Next Generation Brownfield Initiative”
- * **Key focus areas:**
 - Leveraging Resources Guide
 - “Meet the Funders” webcast series
 - Brownfields Federal Funding Guide
 - Manufacturing Brownfields Guide
 - Guide to Resource Roundtables
 - Green & Climate Smart Brownfields
 - Guide to State “No Further Action”



14 Keys for Brownfields Success



1. Organize a Project Team

- * Local leadership is essential
 - * Need to establish and maintain commitment to community projects
 - * Commitment to collaboration at onset
- * Designate a “brownfields champion” (aka project manager)
- * Create a cross-sector team representing key stakeholders, neighborhood associations, organizations, developers, consultants, others
- * Regularly key stakeholders on progress



2. Create a Clear Community Vision & Identify Priorities

- * Begin with the end in mind
 - * Connect brownfields opportunities to local priorities & a broader community vision
- * Develop and articulate a vision for each brownfield area with the involvement of landowners, residents, community leaders, developers, and local businesses
- * View brownfields as opportunities for economic development, not as liabilities
- * While many sites may exist, focus on priority brownfields



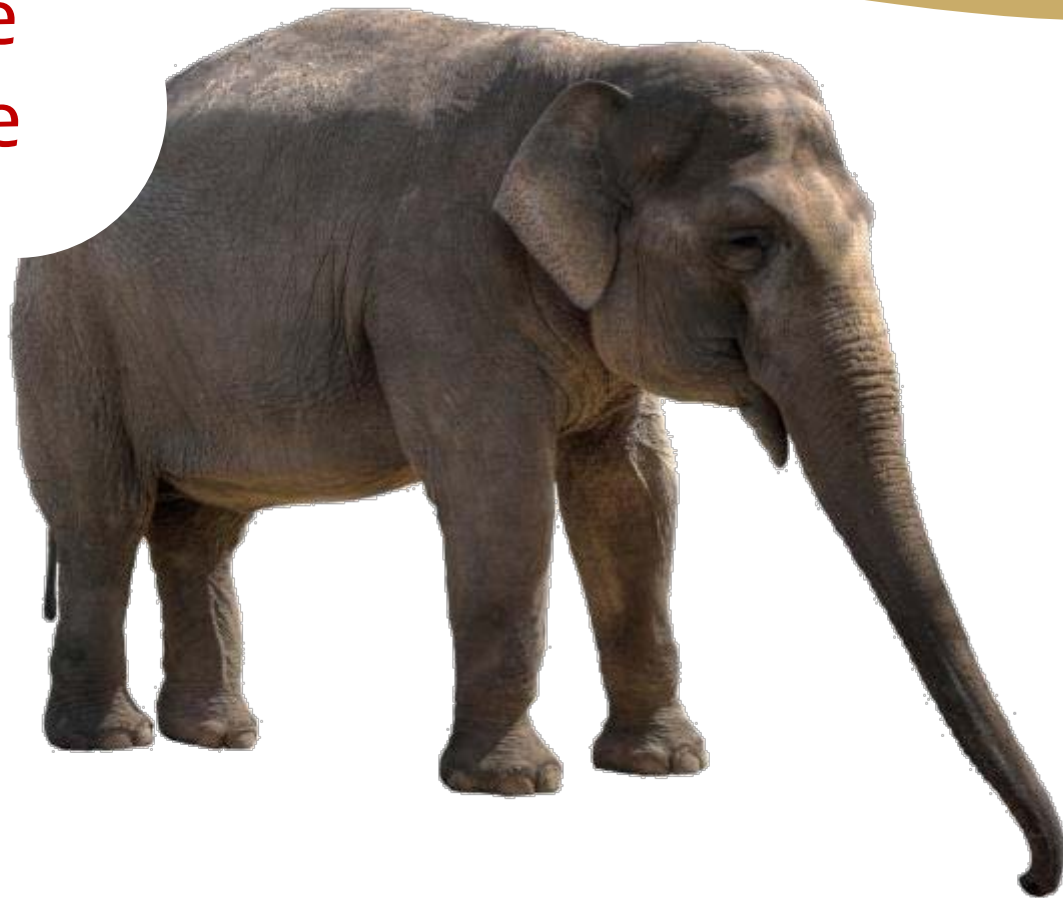
3. Build and Maintain Local Stakeholder & Citizen Support

- * Public support is critical
 - * Early and frequent involvement and engagement
 - * Clearly communicate what the completed project will look like and what benefits are likely to result
- * Think beyond public hearings
 - * Community charrettes & forums
 - * Newsletters and the local media
 - * Social media outreach
 - * Create a citizen advisory board
- * Engage with private landowners & developers
- * Communicate with state and federal agencies, and State and Congressional representatives



4. Break Brownfields Down into Components & Phases

One bite
at a time



4. Break Brownfield Project Components & Project Phases

- * Funding needs and sources may differ at different phases of a project
- * Successful strategy starts with clearly delineated project components and phases
- * Components / layers may include:
 - * Housing, economic development, parks & rec, waterfront restoration, stormwater, trail restoration, and so on
- * Phases / bites may include:
 - * Planning, site acquisition, assessment, demolition, cleanup, construction (can be phased), operation



5. Create Estimates of Project Costs

- * Estimate project costs for each key component and phase
- * Necessary before beginning to identify best potential funding sources
- * Cost estimates can be revised over time
- * Some communities do this in-house and others hire professionals to develop cost estimates. Can also include vendor preliminary estimates.



6. Identify the Best Mix of Funding Sources for Components & Phases

- * Grants, subsidized loans, tax credits, tax-increment or fee assessment districts, public-private partnerships, technical assistance
- * Key Sources to Consider:
 - * State, regional and federal funding agencies
 - * Community, regional, corporate, and national philanthropies
 - * Site redevelopers or private investors
 - * Banks and other traditional lenders
 - * Federal or state tax incentives
 - * Local funds and incentive tools
- * EPA's 2015 Brownfields Federal Programs Guide
- * Ultimate funding targets may impact how the project is conceived and designed



7. Create a “Resource Roadmap” for Project Priorities

- * A “Resource Roadmap” is a document identifying revitalization priorities, key components and phases, and the estimated cost for each component & phase
- * Maps potential sources of funding, funding ranges, matching requirements, application deadlines, competitiveness factors, key contacts
- * Guide for project teams, local leadership and funding patrons



8. Develop a Strategy for Cost-Sharing & Leveraging

- * Matching/cost-sharing funds are critical to securing external grants and investments
- * Demonstrates community's commitment to the project and instills confidence
- * Requires significant planning and budgeting well in advance of the funding application
- * Secure commitments early, even if contingent upon the receipt of a future grant or loan
- * Consider non-financial or in-kind resources
- * Fit different sources together to create matches



9. Assess Feasibility of Debt Financing

- * Debt financing strategies for capital costs
 - * Consider early on if your community has the capacity (and desire) to use debt financing
- * Government-backed or -subsidized tools
 - * HUD Section 108 Guaranteed Loans
 - * FHLB Community Investment Programs
 - * USDA Community Facilities loans
 - * Brownfields Revolving Loan Funds
- * General Obligation Bonds
- * Tax-Increment Financing / Assessment Districts



10. Create a Briefing Sheet for Each Priority Project

- * Tips for Creating Effective Briefing Sheets
 - * Keep it short (no more than 1 sheet/2 pages)
 - * Describe key aspects of project, benefits and outcomes of project, momentum/support, and remaining project needs/gaps
 - * Include specific funding requests
 - * Include main point of contact for inquiries
 - * Make it attractive (pictures, renderings, logos, maps of project area)
 - * Can be tailored to specific funders
 - * Update briefing sheet as goals are achieved, new partnerships are formed, or objectives change
- * Distribute widely and often

Borough of CARLISLE **THE CARLISLE CONNECTIVITY PROJECT**

Transportation Investment Generating Economic Recovery Request

Request

Carlisle seeks \$12,000,000 in TIGER Construction Grant funding, with a 40% non-federal match of \$8,000,000, plus major public and private leveraging, to transform a Distressed Brownfield Area into a Sustainable Jobs Center. Carlisle also seeks a Multimodal Transportation Funds to support implementation of key transportation upgrades in this targeted area, particularly the reconstruction of B Street as a complete street and the realignment of PA-11 and PA-34 to improve vehicle and pedestrian safety.

Carlisle Borough

The historic Borough of Carlisle in central Pennsylvania (population 18,600) is striving to revitalize a key section of the community after devastating manufacturing job losses in a distressed neighborhood. Carlisle is partnered with Cumberland County, North Middleton Township, the Commonwealth of Pennsylvania (PennDOT and PA's Department of Environmental Protection), U.S. EPA and other allies.

Project

The Carlisle Connectivity project will upgrade a network of critical State roads and community streets in an area that recently lost three large factories and hundreds of jobs, leaving vacant brownfields in the midst of a distressed neighborhood that lies between the historic downtown, the world-famous Carlisle Car Events Center, Dickinson College, the Army War College, assisted senior housing, and key transportation facilities. The Carlisle project will fix two dangerous and failing intersections, reconnect traditional grid streets as walkable complete corridors to new jobs and civic hubs, and deploy green infrastructure to manage stormwater in this Chesapeake Bay watershed. The result of this sustainable transportation investment will be a mix of up to 433,000 sq. ft. of new commercial development and 365,000 sq. ft. of new homes, producing 3,000+ permanent jobs, \$125 million in private investment, and \$49 million in tax increment over 20 years.

Building on the foundation of strong and inclusive community planning supported by an EPA Brownfields Area-Wide Grant plus resources from Pennsylvania, the local community and the private sector, TIGER, PA Multimodal and EPA Brownfield resources can help Carlisle undertake key transportation and land use improvements highlighted on the inside project map.

11. Seek State Backing

- * States offer funding & technical assistance
 - * Targeted economic development assistance, brownfields financing, infrastructure funding, subsidized loans, tax incentives, and more
- * Federal funds often pass through states
- * Federal, philanthropic, and private funders view state backing as a sign of project momentum and success
- * Involve state elected officials in the process



13. Prepare for Grant Writing

- * Plan ahead to write competitive applications
- * Determine grant-writer
- * Most agencies post information early online
- * Effective preparation includes:
 - * Determining eligibility and fit for grants
 - * Identifying what activities can be funded
 - * Determining the most appropriate applicant organization
 - * Development compelling theme & story
 - * Finding match & leverage
 - * Mapping stakeholder support
- * *Follow the instructions and answer every question thoroughly... losing easy points happens more often than you think!*
- * Request a debrief from funding agency if unsuccessful, to improve for next time





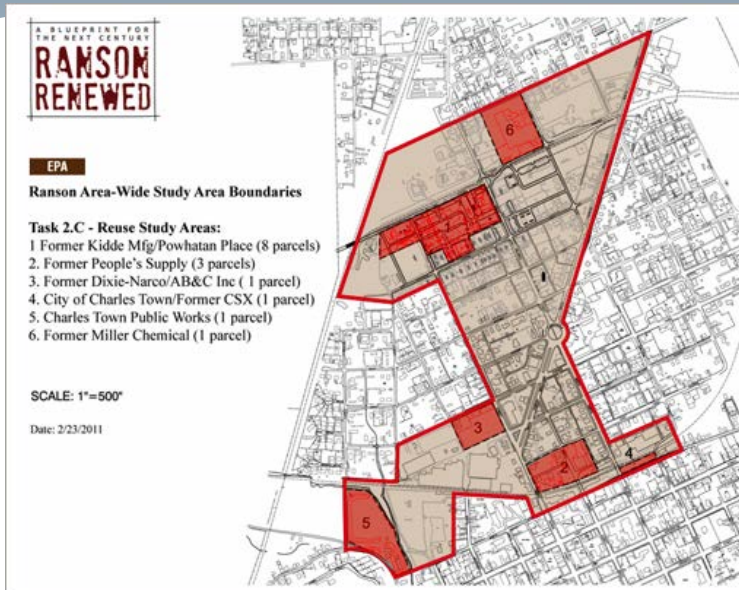
14. Celebrate Success



- * Celebrate achievements & grants
- * Thank funding agencies & key supporters (may be needed again in the future)
- * Hold groundbreaking ceremonies & ribbon-cutting events
- * Cultivate & promote media coverage
- * Build confidence, gratitude, and pride for future revitalization projects



Charles Town-Ranson WV Brownfields Success



- * Two adjacent cities working together to create “Commerce Corridor”
- * Commerce Corridor Council
- * Secured 4 EPA Assessment Grants, Area-Wide Planning Grant, Brownfields Cleanup Grant, and two Brownfields Cleanup RLF Grants
- * Leveraged HUD Sustainable Communities Challenge grant, HUD BEDI-108 grants, USDA Community Facilities loan, 2 DOT TIGER grants and WV DOT grants, and two NFWF Chesapeake Bay Stewardship grants

Charles Town-Ranson WV Success



- * Phoenix Award
- * Brownfields
Renewal Award
- * Major blight
removal
- * 650 high-tech
education jobs
- * Largest solar
facility in WV
- * Poised for major
regional
waterfront park

Carlisle PA Brownfields Success



- * Three major factories close in poorest section of County between 2008-2010
- * Revitalization partnership between Borough, County, State & Feds
- * EPA AWP and Assessment grants for reuse vision and cleanup strategies
- * Leveraged EPA Environmental Workforce, TIGER, PA Multi-Modal, DOT TAP, NEA ArtWorks, My Brothers Keeper, NFWF and Chesapeake Bay Trust resources
- * Ground broken on Hilton Hotel, grocery store, mixed-use development, parks and green infrastructure – slated for 800,000 square feet of mixed use, \$125,000,000 in investment, 3000+ jobs

Q&A / Discussion



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