

# Leveraging Resources for Brownfields Revitalization



## *A Step-By-Step Guide*

One of a series of Leveraging Webcasts from the  
U.S. Environmental Protection Agency's Office of Brownfields & Land Revitalization

# Today's Speakers



- \* **Patricia Overmeyer** – Land Revitalization Coordinator, Office of Brownfields and Land Revitalization, U.S. EPA

- \* **Matt Ward** – Sustainable Strategies DC



- \* **Teri Goodmann** – Assistant City Manager, City of Dubuque, IA

- \* **Maurice Jones** – Economic Development Director, City of Dubuque, IA



# Challenges of Funding Brownfields Revitalization

*While EPA Brownfield grants can help launch projects . . .*

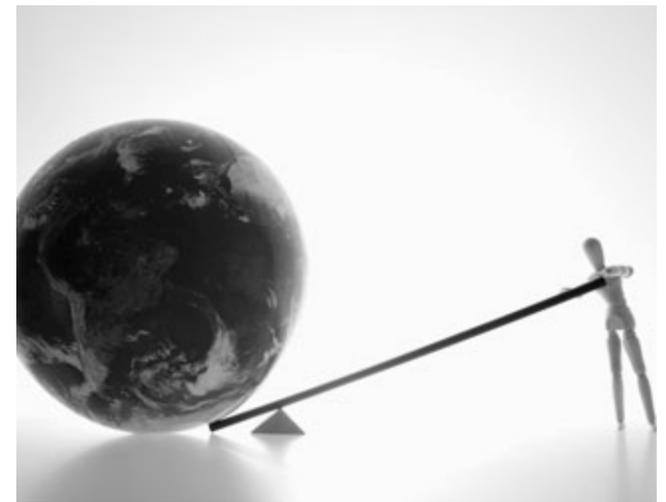
*There are still funding challenges*

- \* 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



# EPA Efforts to Promote Best Practices in Leveraging

- \* In 2015 at the 20<sup>th</sup> anniversary of the national Brownfields Program, U.S. EPA launched the “Next Generation Brownfield Initiative”
- \* Key focus area is leveraging resources for brownfields & community revitalization
- \* New guidebook on “Setting the Stage for Leveraging Resources for Brownfields Revitalization” at [www.epa.gov/sites/production/files/2016-4/documents/final\\_leveraging\\_guide\\_document\\_4-19-16.pdf](http://www.epa.gov/sites/production/files/2016-4/documents/final_leveraging_guide_document_4-19-16.pdf)
- \* 2016-2017 webcasts on leveraging best practices and “Meet the Funders” series



# 14 Steps to Successfully Leveraging Resources for Brownfields & Community Revitalization



# 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 update key stakeholders on progress



## 2. Articulate a Clear Community Vision & Identify Priorities

- \* Begin with the end in mind
  - \* Connect brownfields opportunities to local priorities and a broader community vision
- \* Develop and articulate a vision for each brownfields 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. Delineate 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 may include:
  - \* Demolition, site preparation, and projects related to housing, economic development, waterfront restoration, stormwater, trail restoration, etc.
- \* Phases may include:
  - \* Planning, site acquisition, assessment, 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 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, their key components and phases, and the estimated cost for each component and 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)
  - \* 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



# 12. Collaborate with Federal Agency Officials

- \* Engage early with relevant federal officials
  - \* Familiarize them with the specific project, community vision, goals & key components
  - \* Officials can often support and help guide local projects
- \* Federal agencies regularly host webinars to explain their funding and technical assistance programs
- \* Make visits to federal agency HQ & regional offices
- \* Stay in touch and update regularly
- \* Invite federal & state officials to project-related local events



# 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
  - \* 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



# Dubuque, IA Riverfront Revitalization



# Dubuque ... A Little Background

## History and Demographics

- \* Oldest city in Iowa
- \* Population – approximately 59,000
- \* Located on the banks of the Mississippi River
- \* Formerly a fur-trading post, lead mining community, manufacturing center, and meatpacking hub
- \* Significant brownfields contamination
- \* Strong sustainability and historic reuse ethic



# Reclaiming Dubuque's Waterfront

## Port of Dubuque

- \* By the 1990s, the 120-acre waterfront area was plagued by a host of environmental issues due to the mix of heavy industrial uses
- \* City was physically and psychologically disconnected from Mississippi River
- \* Dubuque residents developed a revitalization vision through a number of planning processes



# Dubuque Waterfront Brownfields



# The North Port Story

## Challenges

- \* Home to shipbuilding and repair facilities, railroads, bulk petroleum and coal storage operations, food processing plants, farm machinery manufacturers, and lead mining activities – but now under-utilized
- \* Suffered from hazardous waste and petroleum contamination



# North Port's Revitalization

## EPA Resources

- \* Brownfield resources were among the earliest dollars raised for the North Port redevelopment
  - \* 2002 Brownfields Assessment Grant – 12 Phase I and 6 Phase II environmental site assessments
  - \* 2003 Brownfields Cleanup Grant – Remediation of petroleum plume



# North Port's Revitalization

## Leveraging Success

- \* EPA Brownfields dollars helped to unlock resources for the North Port's revitalization
- \* More than \$500+ million leveraged in public and private support
- \* Significant federal and state funding
- \* Created a community model for accomplishing big goals



# North Port's Revitalization

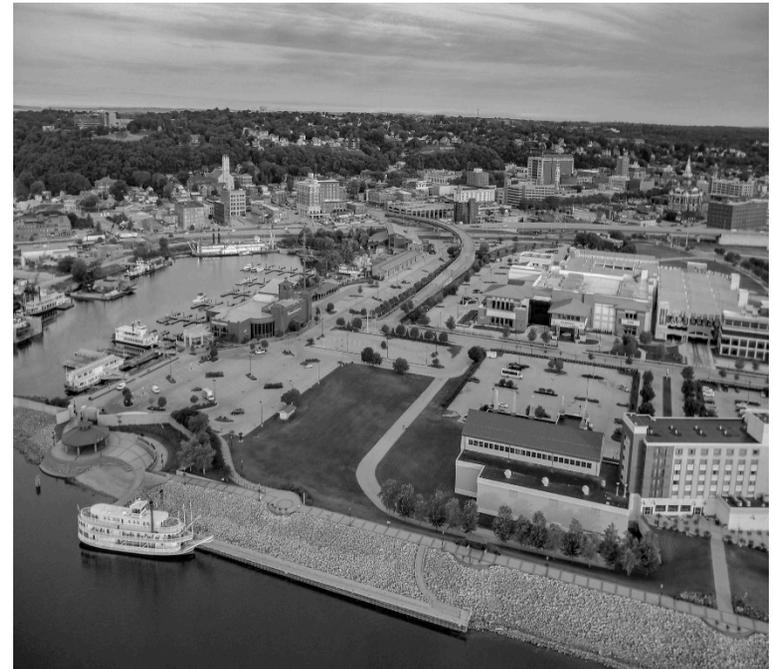
## Other Federal Dollars

- \* ***Institute for Museum and Library Services:*** More than \$100,000 to support riverfront restoration planning
- \* ***Economic Development Administration:*** Land prepared and infrastructure upgraded with Public Works funding
- \* ***U.S. Department of Housing and Urban Development:*** \$800,000 for the Riverfront Discovery Center
- \* ***National Fish and Wildlife Service & National Park Service:*** Over \$1 million for the Riverfront Development Center and other activities
- \* ***U.S. Department of Health and Human Services:*** \$3 million for the development of exhibits at the River Discovery Center

# North Port's Revitalization

## State Resources

- \* \$48 million in grants from community tourism, "Vision Iowa," and other state programs to support riverfront development, the Mississippi River Museum and Aquarium, and other key components of the North Port project



# North Port's Revitalization

## Private Sector Support

- \* Developers and other private sector interests have dedicated more than \$300 million to the North Port revitalization



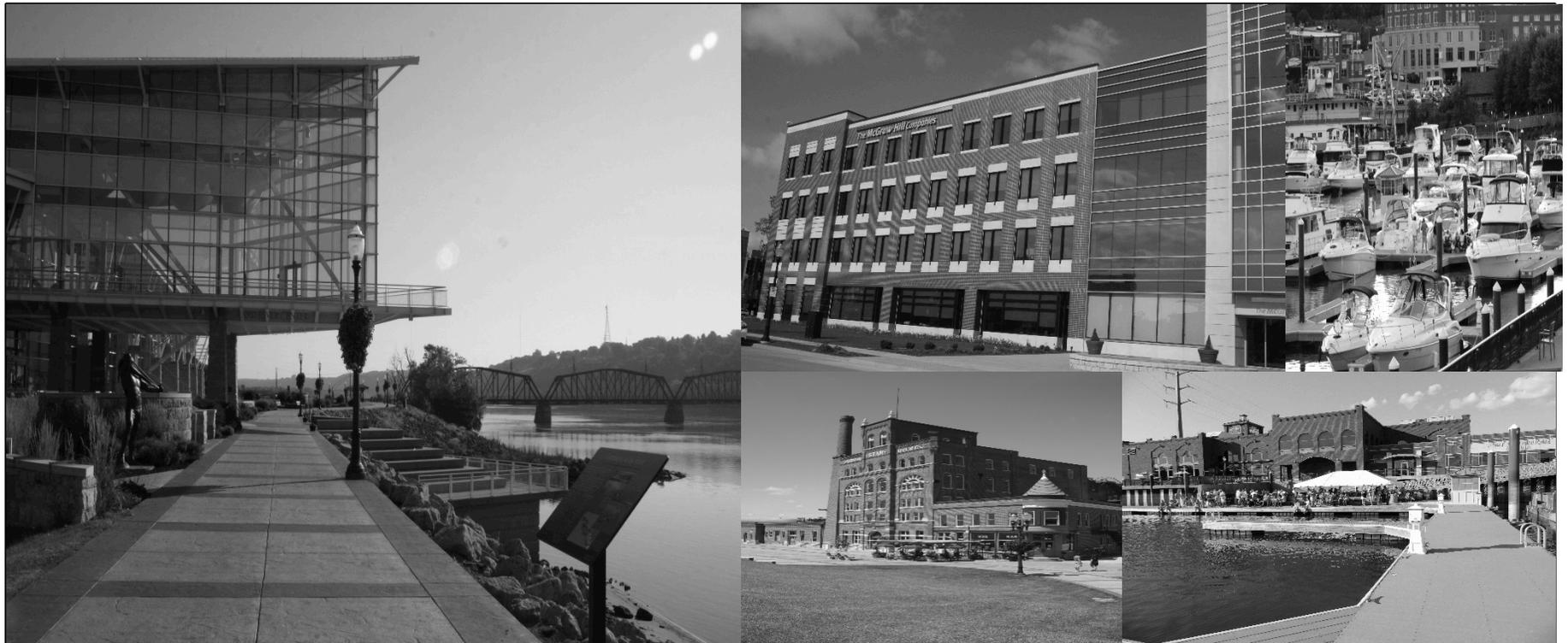
# The North Port Today

## Major Renewal



# The North Port Today

## Major Renewal



# Replicating the Model

## Other Successes

- \* Main Street
- \* Historic Millwork District
  - \* Recipient of EPA's Smart Growth Achievement Award
- \* South Port
  - \* Awarded \$200,000 EPA Brownfields Area-Wide Planning Grant
- \* Part of \$31.5 million HUD National Resilience Grant award in 2016



# Replicating the Model

## EPA Brownfields AWP Grant

### South Port Focus Area



# South Port Concepts



# Keys to Success

## Important Steps

- \* Strong local leadership
- \* Engaged citizenry
- \* Planning, planning, planning
- \* Municipal investments
- \* Clear funding requests
- \* Relationships at all levels
- \* Celebrating successes



# Q&A / Discussion



Type your question in the dashboard on your webcast screen