

Leveraging Resources for Brownfields Revitalization



How to Fund Community Revitalization Projects

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Today's Speakers



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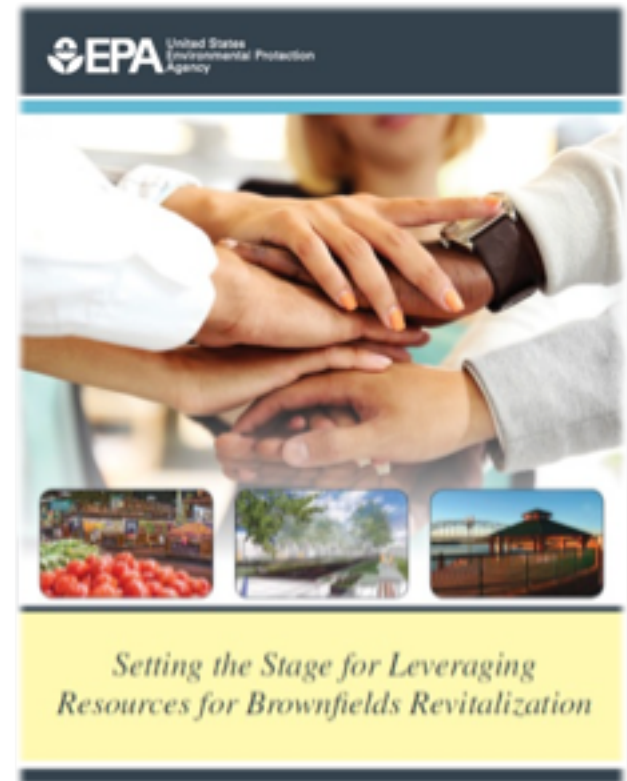
U.S. EPA Focus on Leveraging Resources

- * 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
 - Guide to Resource Roundtables
 - Green & Climate Smart Brownfields



EPA Brownfields Leveraging Guide

- * EPA provides step-by-step guide & case studies on leveraging resources for brownfields & community revitalization
- * www.epa.gov/brownfields/setting-stage-leveraging-resources-brownfields-revitalization





Land Revitalization Program Tools for Communities

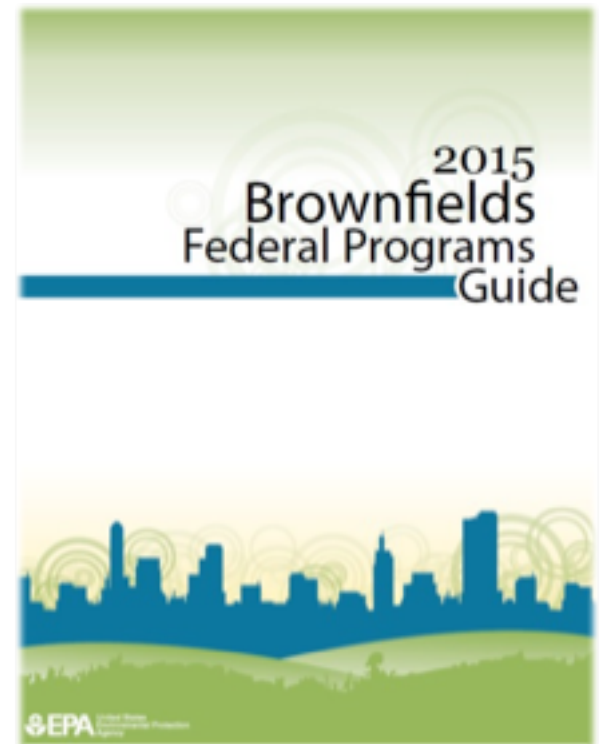


EPA's Land Revitalization Team works across EPA Regions and program offices, and in partnership with other federal agencies and the private sector to support communities in their efforts to implement sustainable redevelopment strategies. A primary goal of EPA's Land Revitalization Program is enhancing community revitalization by promoting the sustainable reuse of formerly contaminated properties. The Land Revitalization Program offers contractor assistance for small projects to support innovative, community-based land revitalization efforts with a goal to enhance the sustainability of a community's redevelopment efforts. The Land Revitalization Program's projects often align with broader Agency initiatives such as the Partnership for Sustainable Communities, Strong Cities/Strong Communities, and Making a Visible Difference in Communities. These small investments in targeted technical assistance to promising community projects often result in the development of replicable models and useful tools that can help other communities implement more sustainable redevelopment strategies that lead to more livable places.

This fact sheet highlights some of the tools that have resulted from the regional community-based projects undertaken with assistance from the Land Revitalization Program. These useful tools can be adapted for use in other communities.

EPA Brownfields Federal Funding Guide

- * Guide provides robust info on 30+ grants, low-cost loans, tax incentives and other resources from a variety of agencies
- * www.epa.gov/brownfields/2015-brownfields-federal-programs-guide



EPA's Meet the Funders' Webcasts

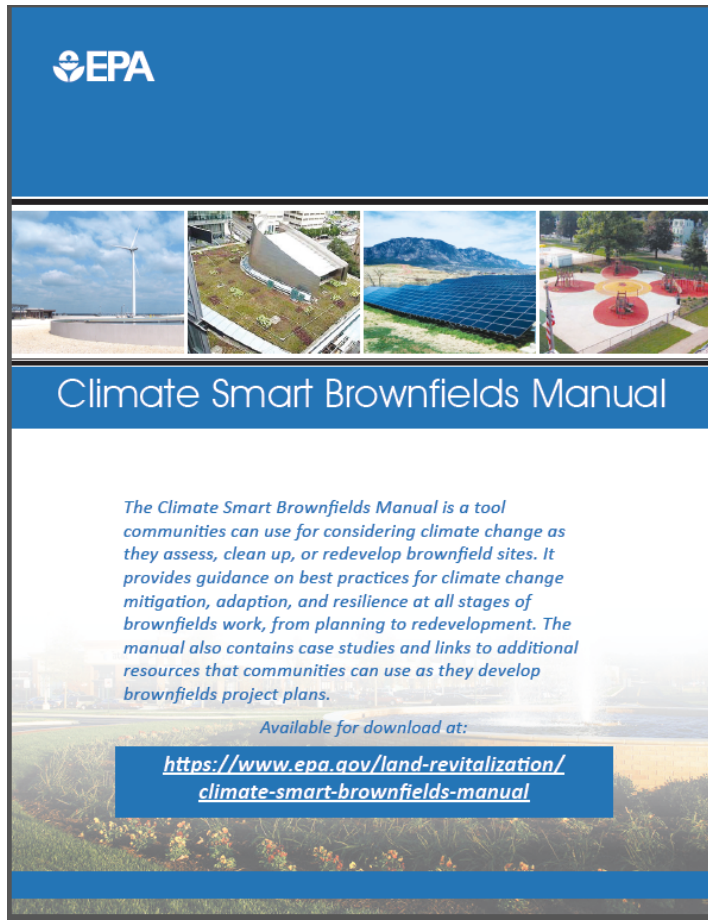
- * **EPA's Brownfields & Revitalization Program webcasts help communities understand Federal Funding opportunities.. Past webcasts are archived & available:**
 - * **Leveraging Resources for Brownfields Revitalization** July 26, 2016, - Discussed available tools and how to establish effective strategies for building support for revitalization projects.
 - * **Meet the Funders – Economic Development** October 25, 2016, - Highlighted resources for brownfields revitalization available from HUD, EDA and USDA
 - * **Meet the Funders – Infrastructure**, December 14, 2016 - Highlighted resources available from DOT Army Corps of Engineers, EPA Office of Water.
 - * **Meet the Funders – Environment/Sustainability/Quality of Life**
February 28, 2017, 1:00PM-2:30PM EST - Will highlight resources available from the National Park Service, the National Endowment for the Arts, and the Department of Health and Human Services.
 - * **Meet the Funders – Finance**
April 25, 2017, 1:00PM-2:30PM EST -Will highlight resources available from Treasury, Federal Home Loan Banks System, and Small Business Administration.

How to Plan Effective Stakeholder Forums



- * Engage Stakeholders
- * Establish Partnerships
- * Present Project Goals and Challenges
- * Identify Needs
- * Motivate Constituencies
- * Plan for Action

Climate-Smart Brownfields



- * **Planning for a Resilient Brownfield Revitalization.**
- * **Assessing Brownfields and the Surrounding Area with a Changing Climate in Mind**
- * **Reducing Climate Impacts through Greener Deconstruction.**
- * **Implementing Greener Cleanups**
- * **Redeveloping Brownfields for Climate Resiliency.**
- * **Links to an extensive list of resources**

PREPARED Workbook



PREPARED WORKBOOK

Process for Risk Evaluation,
Property Analysis and Reuse Decisions

FOR LOCAL GOVERNMENTS CONSIDERING
THE REUSE OF CONTAMINATED PROPERTIES



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www.ct.gov/deep/cwp/view.asp?A=2715&Q=555770

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PREPARED Municipal Workbook (Process for Risk Evaluation, Property Analysis, and Reuse Decisions)

The challenges of reusing brownfield properties are many and varied. The process described in these interactive web pages follows the risk management framework outlined in the [PREPARED workbook](#) developed by USEPA New England and its contractors. It is designed to guide municipalities through the critical tasks in the PREPARED evaluation of potential brownfield reuse projects.

PREPARED (Process for Risk Evaluation, Property Analysis, and Reuse Decisions) utilizes a multi-step, iterative process to:

- Identify, clarify, and gain support for brownfield reuse goals and objectives,
- Identify and assess options for involvement in a particular brownfield property,
- Evaluate the risks associated with different levels of involvement, and
- Formulate strategies for eliminating or minimizing those risks.

The PREPARED Workbook can be a valuable tool for managing the complex process of redeveloping a brownfield site. It can help municipal decision-makers identify and manage potential risks, including environmental liability and foster effective communication and coordination with Licensed Environmental Professionals (LEPs), legal counsel, and other internal and external professionals engaged in the redevelopment project. Use of the PREPARED Workbook tool is optional.

How to Use The PREPARED Workbook Website

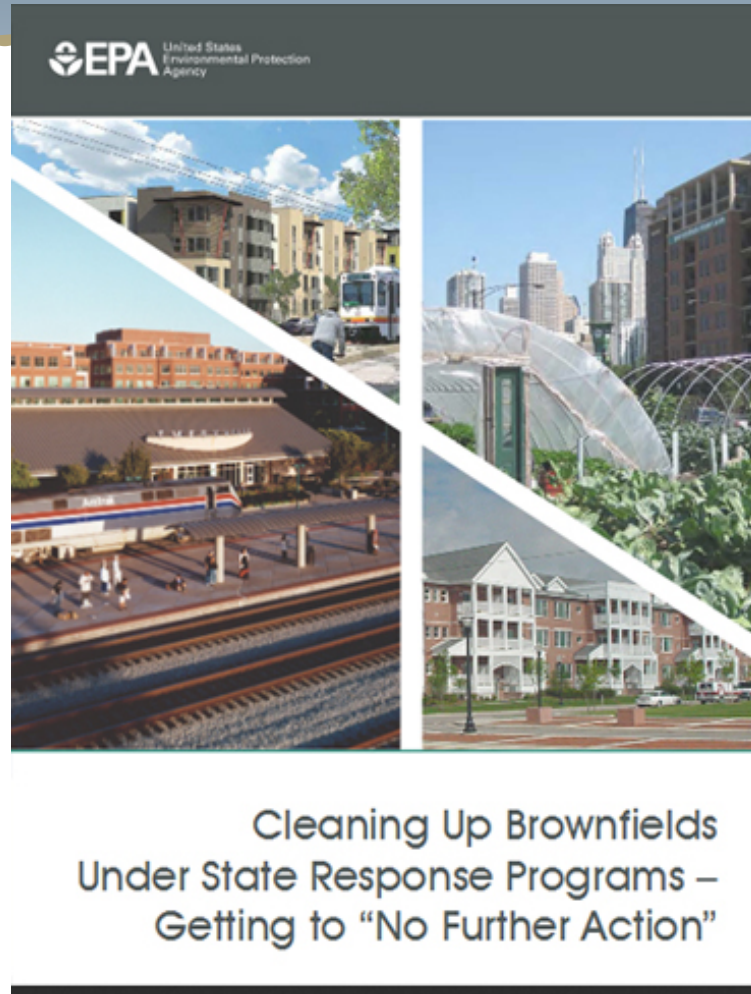
1. **Review Each Task.** Successful brownfield reuse projects have demonstrated the value of 9 distinct tasks in an iterative evaluation framework for such projects (see the diagram below). Explanatory text is provided for each task along with links to specific sections in the PREPARED Workbook for additional information on a task.
2. **Complete the Worksheets.** A [worksheet](#) is provided for each task to guide and document the information collection and evaluation. Instructions are provided for each worksheet.
3. **Use Resources as Necessary.** Links are provided in the explanatory text to appropriate sections of the PREPARED Workbook and to pertinent state and federal information on the [Resources webpage](#).

Green Infrastructure Report

Green Infrastructure: Land Revitalization Success Stories



Guide to State Response Programs



Challenges of Funding Brownfields Revitalization

While EPA Brownfield grants can help launch projects . . .

There are still challenges

- * Lack of viable reuse vision impedes investment
- * Cleanup costs can exceed grants
- * May need resources for design & engineering, infrastructure upgrades, 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



14 Keys for Leveraging Brownfields Success



1. Organize a Project Team

- * Local leadership is essential
 - * Need to establish and maintain commitment to community projects
- * 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. 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



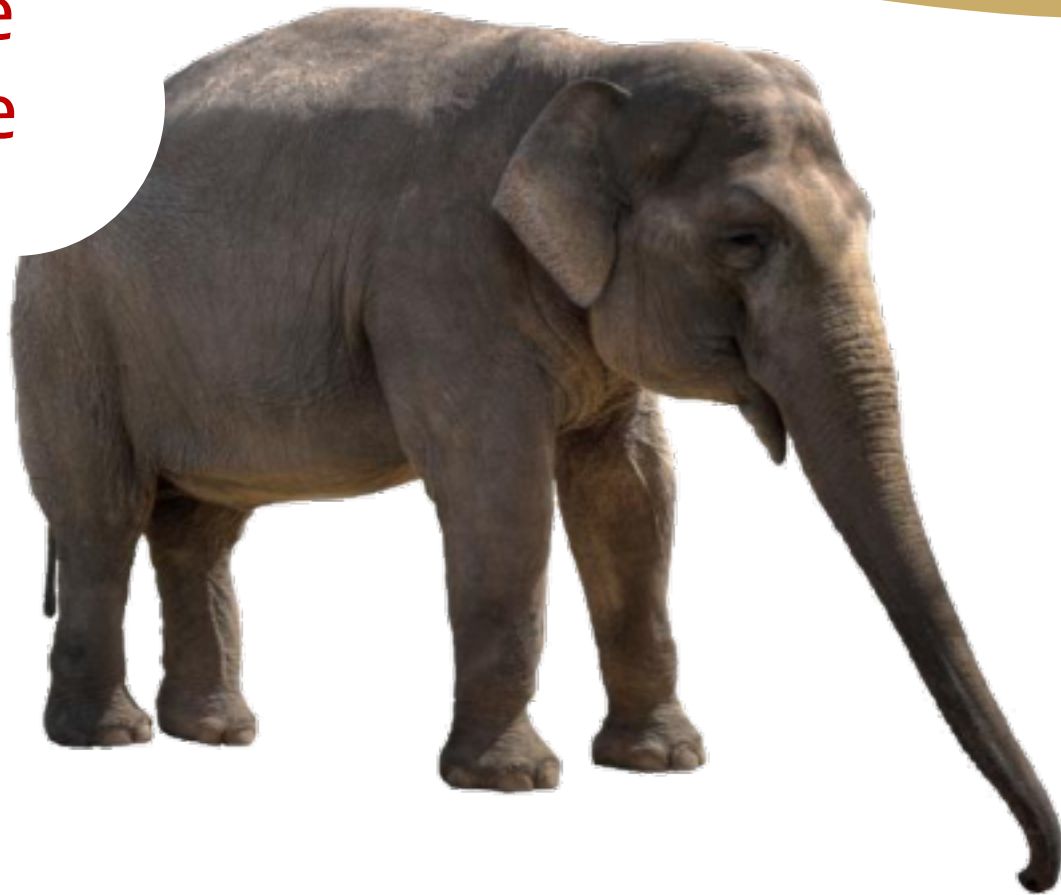
3. Build and Maintain Local Stakeholder & Citizen Support

- * 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 use vendor preliminary estimates.



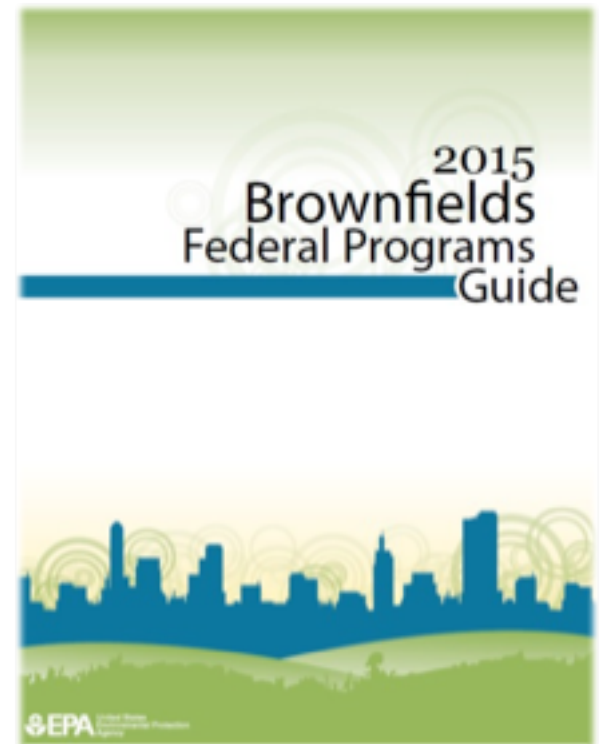
6. Identify the Best Mix of Funding Sources for Components & Phases

- * 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
- * Ultimate funding targets may impact how the project is conceived and designed
- * EPA's 2015 Brownfields Federal Programs Guide



EPA Brownfields Federal Funding Guide

- * Guide provides robust info on 30+ grants, low-cost loans, tax incentives and other resources from a variety of agencies
- * www.epa.gov/brownfields/2015-brownfields-federal-programs-guide



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 & Other 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



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

- * 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



Hold a Resource Roundtable

- * Convening of key local, regional, state, and federal leaders from public, private & non-profit sectors
- * Purpose to identify strategies, resources, and collaborative approaches to local revitalization projects
- * Can lead to resource commitments and key implementation steps
- * EPA Land Revitalization has issued “Brownfields Stakeholder Forum Kit”, www.epa.gov/sites/production/files/2016-09/documents/final_final_stakeholder_forum_toolkit_8.25.2016.pdf



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





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Breakout Sessions

1. Mapping the Project (Steps 4 & 5)
2. Resource Planning & Solicitation Strategy
(Steps 7-10)
3. Intergovernmental Coordination
(Steps 1, 3, 11 & 12)

Questions & Discussion

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Thank you!