

A Resource Roadmap for Revitalization



Using a Resource Roadmap, a Funding Matrix, Briefing Sheets & Other Tools to Leverage Resources for Brownfield & Land Revitalization

**U.S. EPA,
Office of Brownfields & Land Revitalization
*Land Revitalization Toolkit Series***



National Webcast, July 21, 2020

Welcome & Overview of Presentation



- * Welcoming remarks, **Elyse Sutkus, EPA Office of Brownfields & Land Revitalization**
- * Guest presenters: **Matt Ward** (CEO @ Sustainable Strategies DC) & **Debra Figueroa** (City Manager of Glenwood Springs, CO, formerly Assistant Manager of Carlisle, PA)
- * What are a **Resource Roadmap, Funding Matrix & Briefing Sheet** – and why do you use them?
- * How to put these tools together to **leverage resources for your own community revitalization**
- * **Tools in action** in Carlisle PA & Glenwood Springs CO
- * **Q&A / Discussion**

Local Communities Can Leverage Resources to Drive Community Revitalization



Community Actions that Drive Brownfields Redevelopment



Setting the Stage for Leveraging Resources for Brownfields Revitalization

See the EPA Land Revitalization Toolkit for guides, best practice examples, and other resources on how to foster revitalization in your communities:

www.epa.gov/land-revitalization/land-revitalization-toolkit

- The “Community Actions” guide & the “Leveraging Resources” guide identify the key step of using a “resource roadmapping approach” to leverage resources

The Funding for Revitalization is There ... But Challenges & Barriers Remain

Funding programs & opportunities are only growing at federal & state levels, in COVID-response legislation, from philanthropic sources, via private investment vehicles . . .

Yet there are still challenges

- * Finding the right funding
- * Navigating the complexity of funding sources
- * Making funding work for your particular project
- * Shaping your project to compete
- * Producing the match
- * Overcoming strains on local capacity
- * Advocating for the funds



You need a *Resource Roadmap*



Be very careful if you
are you are going,
might not get there.

Luigi Berra

quote fancy

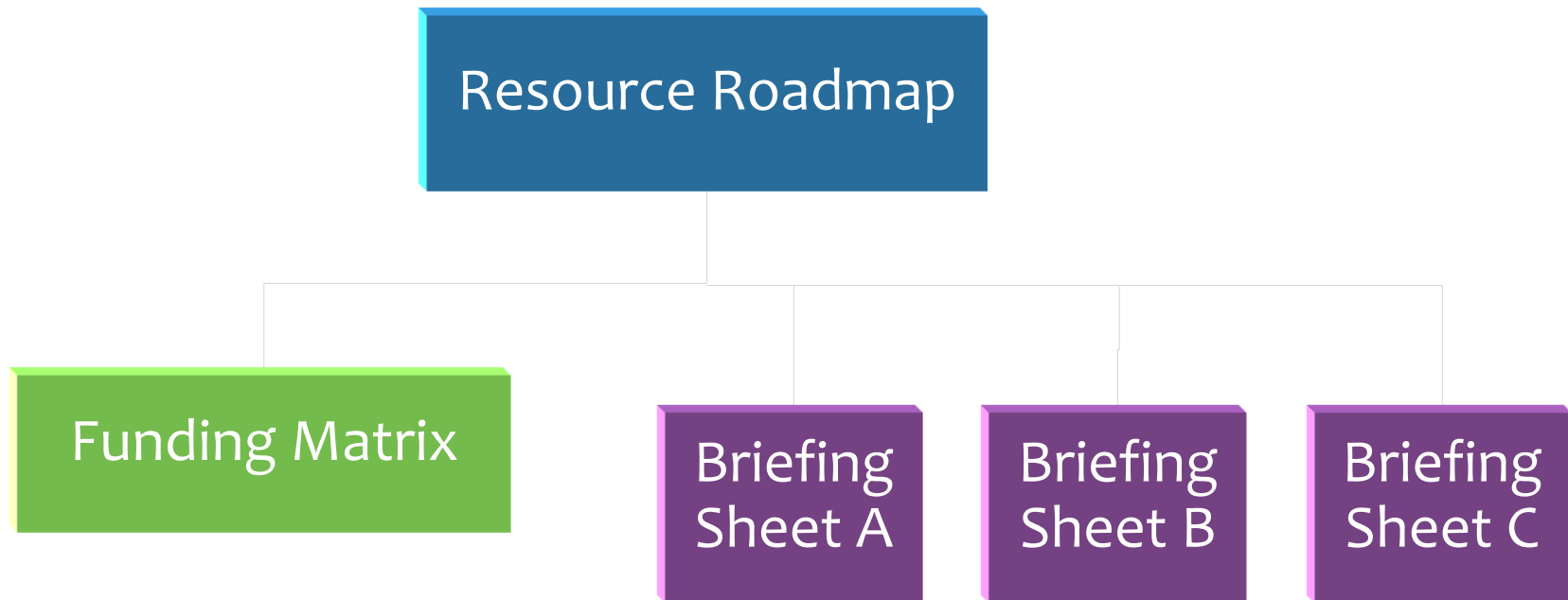


The Resource Roadmap, the Funding Matrix & the Briefing Sheet

- * All three tools are used to identify, pursue, and advocate for funding & leverage for brownfields and community revitalization projects
- * A **Resource Roadmap** is a document confirming your revitalization priorities, breaking projects into key components & phases, matching the costs to specific sources of funding, and defining tactics for pursuing those funding sources. The Roadmap is a planning document for your team.
- * The **Funding Matrix** is a summary version of your target resources used to explain your needs to outside stakeholders – particularly funders
- * The **Briefing Sheet** is a 1-page project summary & leave-behind used to explain the overall project to funders & supporters, including the funding “ask”



The Resource Roadmap, the Funding Matrix & the Briefing Sheet



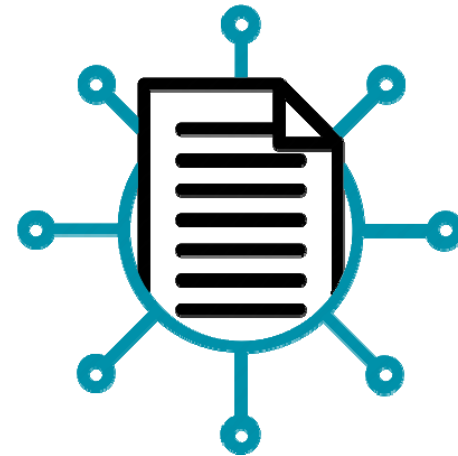
What is a Resource Roadmap, Why Should You Create One, and How Do You Put It into Action?

- * A “Resource Roadmap” is a document identifying revitalization priorities, key components & 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, budget planners, funding patrons and others
- * Can be targeted & project-specific, or map full-scale community revitalization
- * Should be re-visited and updated as progress is made
- * **Now is the time for a Roadmap!** New challenges in the post-COVID world, and new funding sources available!



Related Tools – *The Funding Matrix & The Briefing Sheet*

- * The “Funding Matrix” is a summation of the funding targets you are pursuing for a project or initiative, organized so that funders & supporters can understand how to follow you Roadmap and meet your needs
- * A “Briefing Sheet” is one sheet of paper that explains the who/what/where/when/why of a project, identifies your targeted funding sources, and makes the “ask”



Roadmapping in Action

in Carlisle, PA & Glenwood Springs, CO

- * **Carlisle** (pop. 18,700) started with three dead factories & a massive fire in a poor neighborhood, **Glenwood Springs** (pop. 9,900) started with a decades-abandoned sewer plant at the confluence of the rivers in the heart of downtown
- * We knew that funding for revitalization was a marathon, and we needed a roadmap
- * These communities used the Resource Roadmapping process to identify revitalization priorities, confirm funding needs, match needs to sources, and proactively secure these funds from state, federal, philanthropic & private sector sources
- * Results – \$150 million leveraged in these two small communities, which has meant “shovels & scissors”!





we will now have a

BRIEF

INTERMISSION



Keys for Leveraging Resources for Revitalization



1. Organize a Project Team

- * Local leadership is essential
 - * Need to establish and maintain commitment to community projects
- * Designate a “funding 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
- * Develop and articulate a vision for each key project area with the involvement of stakeholders
- * Prioritize projects and initiatives based on community support, political support, feasibility, state of readiness, capacity to conduct, other factors



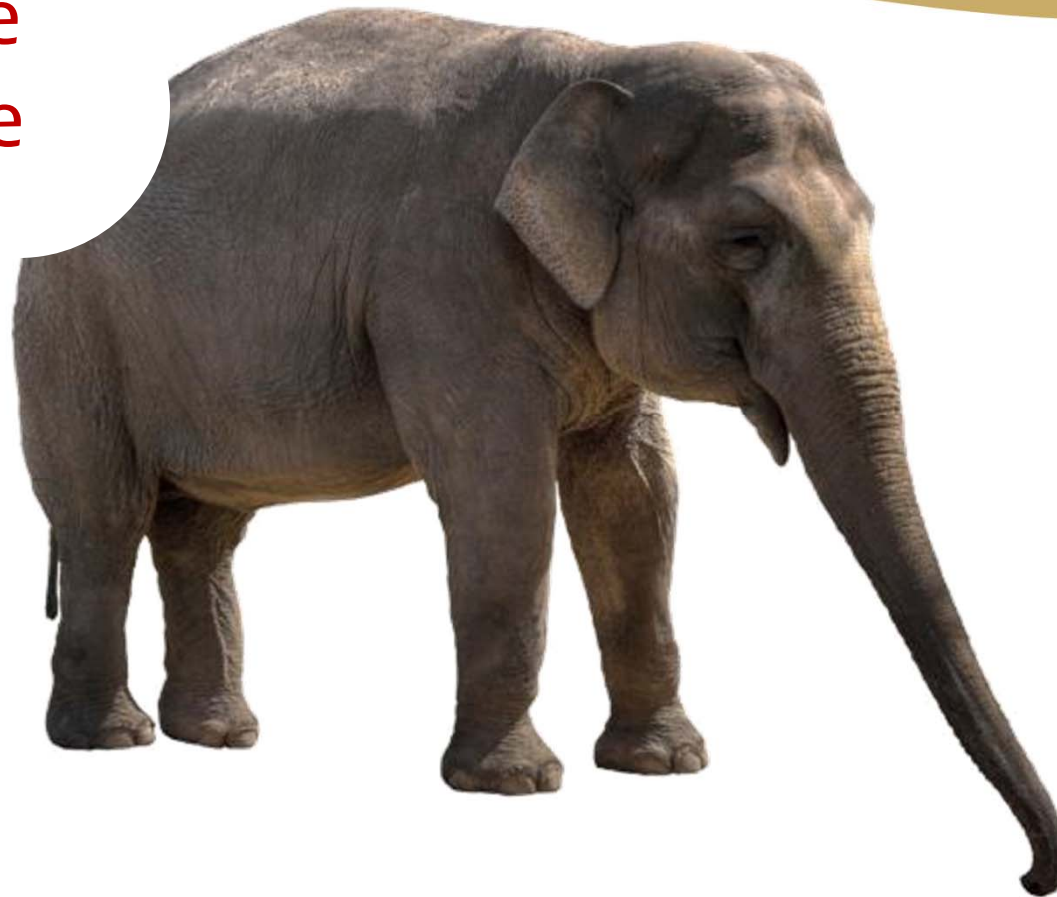
3. Build and Maintain Local Stakeholder & Citizen Support

- * Public support is critical
 - * Early and frequent involvement & 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



4. Break Projects Down into Components & Phases

One bite
at a time



4. Break into 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, infrastructure, 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

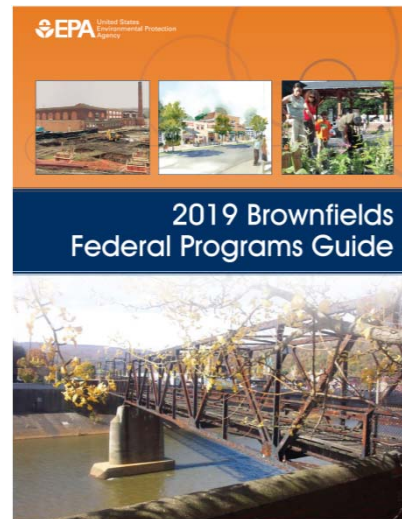


Guides to Resources for Revitalization

“Brownfields Federal Programs Guide”
identifies 30+ sources for leveraging
www.epa.gov/land-revitalization/land-revitalization-toolkit

Council of Development Finance Agencies’
“Brownfields Technical Assistance
Program – Financing Toolkit”
www.cdfabrownfields.org/

COVID Response Resources from CCLR & ICMA
www.strategiesdc.com/covid-19-resources-.html
www.cclr.org/webinar_archive



Other Potential Funding Sources

- * Federal funding programs are at most robust level in a generation – FY2021 appropriations pending
- * COVID Stimulus #4 pending
- * Opportunity Zones & Brownfields
- * Infrastructure Legislation



**OPPORTUNITY
NOW**



7. Create Your “Resource Roadmap” for Project Priorities

- * Map of sources & how to get there
- * Again, can be community-comprehensive or project-targeted
- * Internal guide & planning tool



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



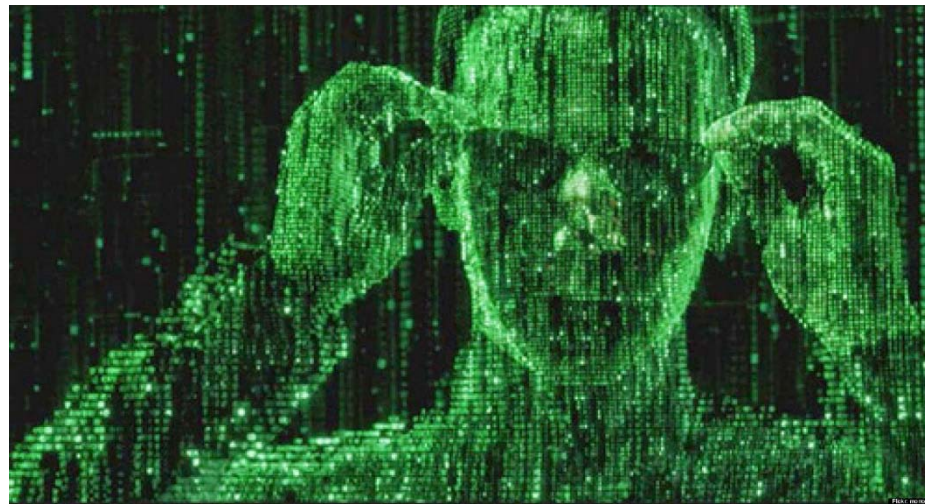
9. Assess Feasibility of Debt Financing

- * 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
 - * EDA Revolving Loan Funds
- * General Obligation & Other Bonds
- * Tax-Increment Financing /
Assessment Districts



10. Create the Funding Matrix

- * Summary of Roadmap sources
- * Tool to help external stakeholders & funders see your needs clearly
- * Used in funding advocacy



11. 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, map of project area)
 - * Can be tailored to specific funders
 - * Update briefing sheet as goals achieved, new partnerships formed, or objectives change
- * Distribute widely and often (use as “leave-behind”)

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.

12. Seek State Backing & Funds

- * States offer funding & technical assistance
- * 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. 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
- * Invite federal & state officials to project-related local events
- * Stay in touch and update regularly



14. 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 “Stakeholder Forum Kit”, www.epa.gov/sites/production/files/2016-09/documents/final_final_stakeholder_forum_toolkit_8.25.2016.pdf



15. 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
- * Request a debrief from funding agency if unsuccessful, to improve for next time



16. Advocate

- * Map your political and relationships assets
- * Get the backing of local leaders & key stakeholders
- * Meet with state & federal representatives
- * Don't forget agency leadership – including your EPA Regional Brownfield contacts
- * Prep staff with Funding Matrix & Briefing Sheets
- * Make the pitch, make the ask
- * Be persistent!





17. 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, pride & momentum for future revitalization projects



Roadmapping in Action – *Carlisle, PA*



- * 3 factories close between 2008-2010, with 3,957 jobs gone in a community of 20,000 citizens
- * 2013/2015 EPA Brownfield Area-Wide Planning & Assessment grants used to conduct assessment, cleanup planning, reuse planning & Resource Roadmapping

The Carlisle Roadmap

* Broke revitalization down into components:
 Secured the funding needed for the revitalization vision:

- Cleanup and site preparation
- \$1.4M in PA, sidewalks, street reuse
- \$2.2 million in PA Redevelopment Assistance for Parks & Recreation
- \$5M U.S. DOT TIGER Grant
- \$1.88M PennDOT Multimodal Grants
- \$400,000 FHWA Transportation Alternatives Program grant
- \$498,000 in PA Natural Resources grant;
- * Worked with professionals on cost estimation and phasing
- * Matched funding sources to priority need
- * Created briefing sheets
- * Went to the road to state, feds & private development in walkable, green, mixed-use hotel, housing, restaurant, retail & “Car Condos”



Roadmapping in Action – *Glenwood Springs, CO*

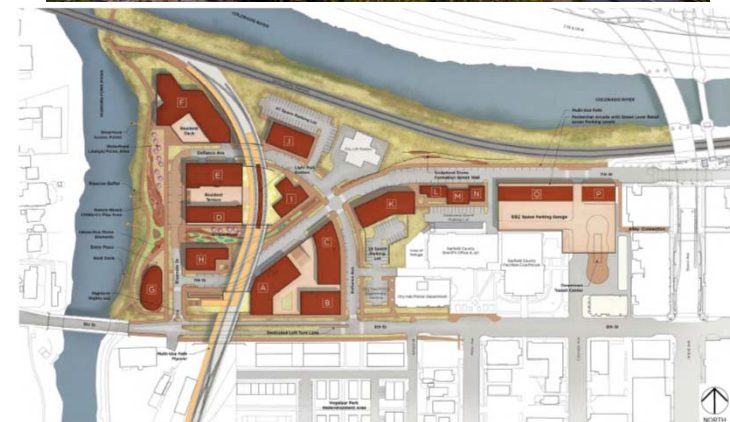


- * Beautiful & historic city on the western slope of the Rocky Mountains at the confluence of the Colorado & Roaring Fork Rivers
- * Unfortunately, the confluence of the rivers in downtown has been occupied by a vacant sewer plant and parking lots for 30 years

The Glenwood Roadmap

- * Identified revitalization priorities at “The Confluence”
 - Confluence Riverfront Park
 - 113,100 sq. ft. commercial, retail, community space
 - 280 units of mixed-income housing
 - Transit hubs, complete streets, trails & structured parking
- * Targeted 7 priority resources
- * Secured resources to move forward to key next stages:
 - \$150k in EPA Targeted Brownfield Assistance
 - \$200k EPA Area-Wide Planning Grant
 - \$150k from CO Department of Environment
 - \$1.35 million from CO Department of Local Affairs
 - \$1.8 million in CO revitalization grants

and more to come!!



Other Roads to Progress in Glenwood Springs

- * South Glenwood Transportation Improvements
 - 2017 moratorium on all development
- * Challenges Included:
 - * Worst rated bridge in Colorado
 - * Dangerous intersections resulting in fatalities
 - * Failed roadways
- * Using same approach to roadmapping, City secured \$18.55 million:
 - 27th Street Bridge:
 - \$950,000 Colorado Energy and Mineral Impact Assistance Grant;
 - \$500,000 Garfield County Federal Mineral Lease District Grant;
 - \$1,600,000 Federal Highway Administration Off-System Bridge Program
 - \$500,000 Garfield County
 - South Midland Reconstruction
 - \$7 million US DOT BUILD Grant
 - \$850,000 Garfield County
 - \$150,000 Colorado Energy and Mineral Impact Assistance Grant
 - Grand Avenue and 27th Street Underpasses (Joint Project with RFTA)
 - \$3 million from Colorado Department of Transportation
 - \$4 million from Roaring Fork Transportation Authority




It is time to celebrate now that construction is complete!

**27TH ST. BRIDGE
RIBBON CUTTING**

FEBRUARY 12, 2020 AT 2 PM
EAST END OF THE BRIDGE

Join us for refreshments and remarks
Parking for this event is provided by Rivers Restaurant, attendees are encouraged to walk or carpool if possible



Q&A / Discussion



Thank you!