



Navigating the Challenges of Coalition Grants

Redevelopment Resources for Blighted Properties Workshop

**Technical Assistance to
Brownfields Communities (TAB)**

Kankakee-Iroquois
Regional Planning Commission
August 18, 2010
Monon, IN

In keeping 'green' and paperless ...

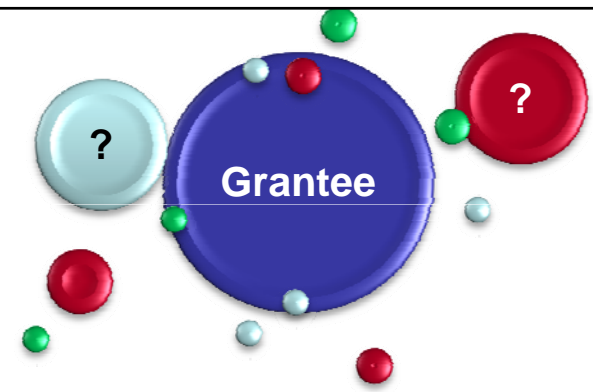
There is no handout. Please take away more in concepts and ideas than notes.

An electronic copy of this presentation will be e-mailed to you upon request.

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Coalition



- *n. a combination; union; an alliance between entities, during which they cooperate in joint action, each in their own self interest.*
- EPA Brownfields; A coalition is a group of three or more eligible entities that submits one grant proposal under the name of one of the coalition participants who will be the grant recipient. Coalition members may not have the same jurisdiction (i.e., different departments within the same county government) unless they are separate legal entities (i.e., a city and a redevelopment agency).

Some observations on challenges
and solutions from the trenches ...

Why Coalition approach?

- Same reason a need for Regional Commission, the 'multiplier' effect of numbers
- Individually, any one community may not;
 - Have staff or resources to seek and manage the federal funds
 - Have enough Brownfield sites to warrant a grant application
 - Be able to demonstrate sufficient need to be competitive
 - Be able to plug into other resources that will strengthen application and increase results

Brownfields are Opportunity

“Opportunity is missed by most people because it is dressed in overalls and looks like work.”

Thomas Alva Edison

5 Challenges of Coalitions

- Picking The Right Partners
- Picking Target Areas
- Overcoming Geography
- Overcoming Inertia
- Dilution of Communication

Picking Partners

- Don't form an assessment coalition simply on the basis of existing relationships
 - Don't try to 'make fit' partners of past projects or relationships without true Brownfield need
 - Some successful economic development partners of the past can detract from coalition and weaken the balance of demographics and joint demonstration of need necessary at application
- The strong primary grantee often has 3 traits;
 - Strong, well established management structure across the geographic boundary of the coalition
 - Ability and experience to manage federal funding through partnerships
 - Ability to serve as an unbiased third party directing force in managing assessment and equitable deliveries to partners



Picking Partners

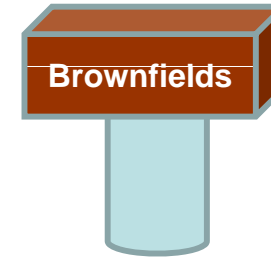
Navigating the Pitfalls



- All partners are not equal
 - In need, resources, commitment and even sincerity
- Partners must believe they have Brownfield issues affecting their community
 - Surprising how many express interest because they only see ‘another pot of federal money’
 - Others are surprised once they ‘join up’ that Brownfields can mean blight and see it as a stigma on their community
- Each should have a Brownfields champion, better yet two
 - Often not the lead representative, doers over managers
 - Person who has time to respond quickly to coalition requests, attend working meetings and events
 - Person who has the support of ‘their boss’ to give these on a regular basis as a reasonably high priority

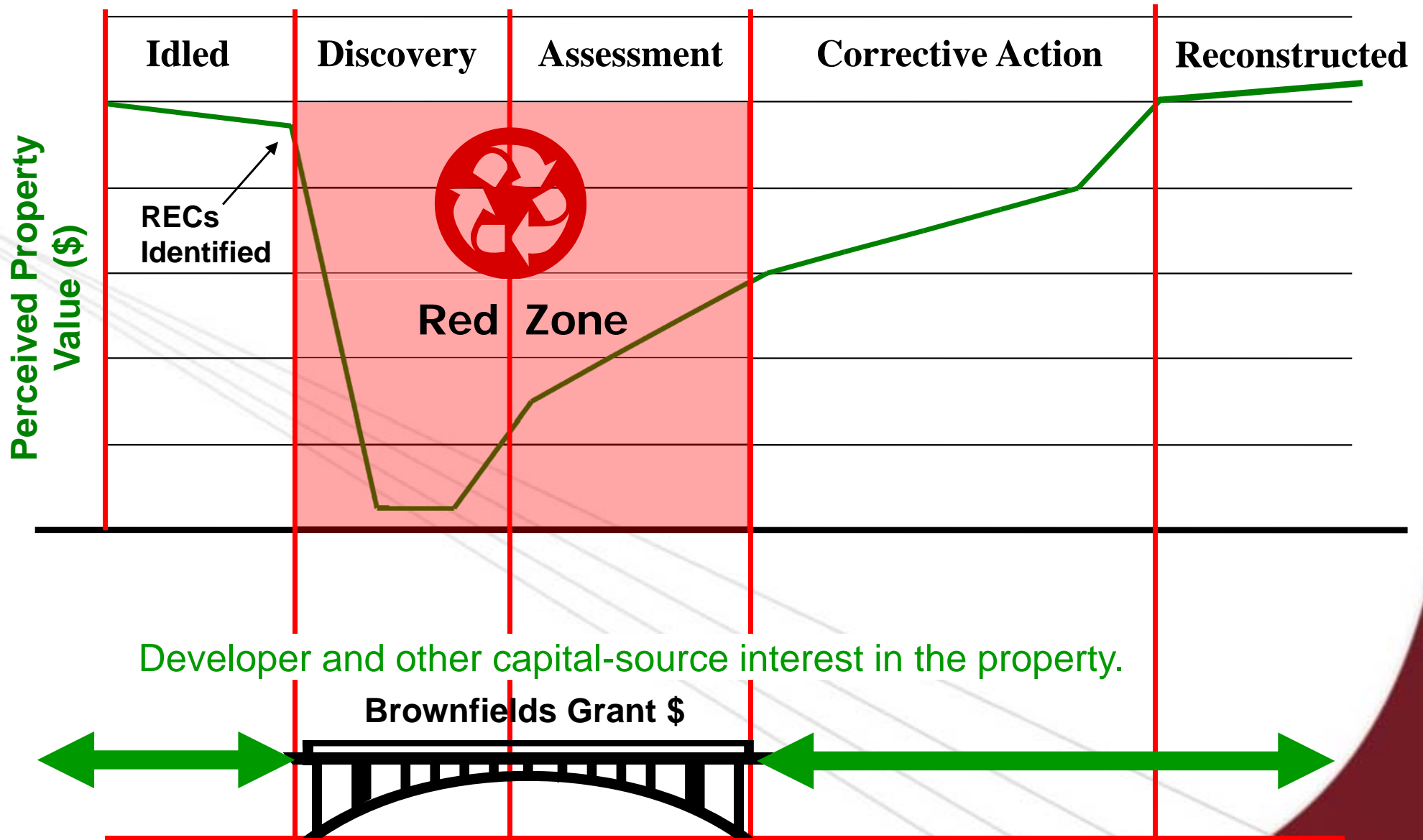
Picking Partners

Navigating the Pitfalls



- Brownfield funding is not a silver bullet that will solve all economic development issues
 - In some rare instances it has become Pandora's Box
- The successfully funded coalition will reach out and engage the region, communities and stakeholders in a process that educates and helps participants self-evaluate the appropriateness and need for Brownfields assessment and the benefits it may or may not bring
- So too, should a coalition during its formation
 - Engage potential partners in understanding what Brownfields are and are not
 - Educate them as to the limits of Brownfields funding, what it can and cannot do
 - Demonstrate by example what has been done by other coalitions, both the good and the negative aspects of participation

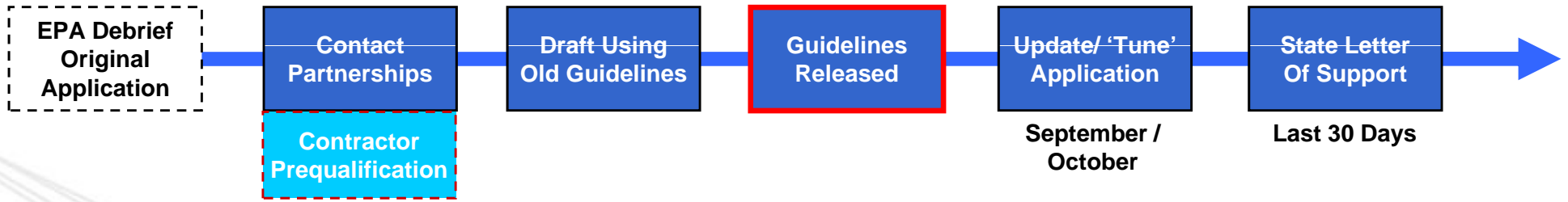
Partners Must Understand Grant's Role



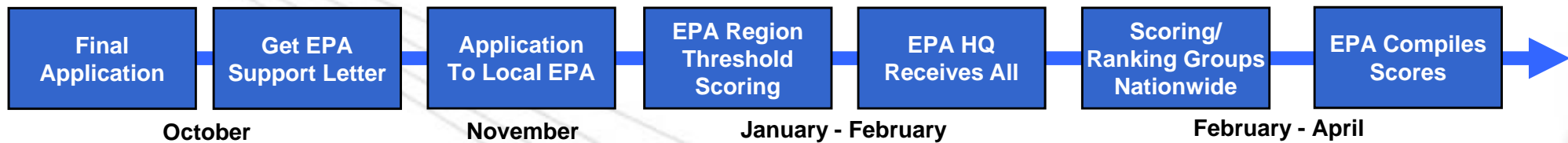
RECs: ASTM E1527-05 Recognized Environmental Conditions produce a stigma that affects property value whether impairment is real or not.

Partners Must Understand Grant Process & Timing

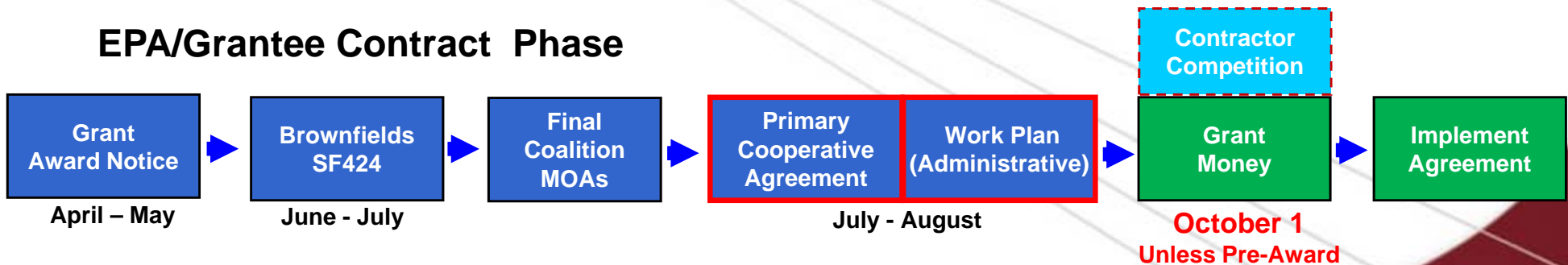
Preparation Phase



Competition Phase

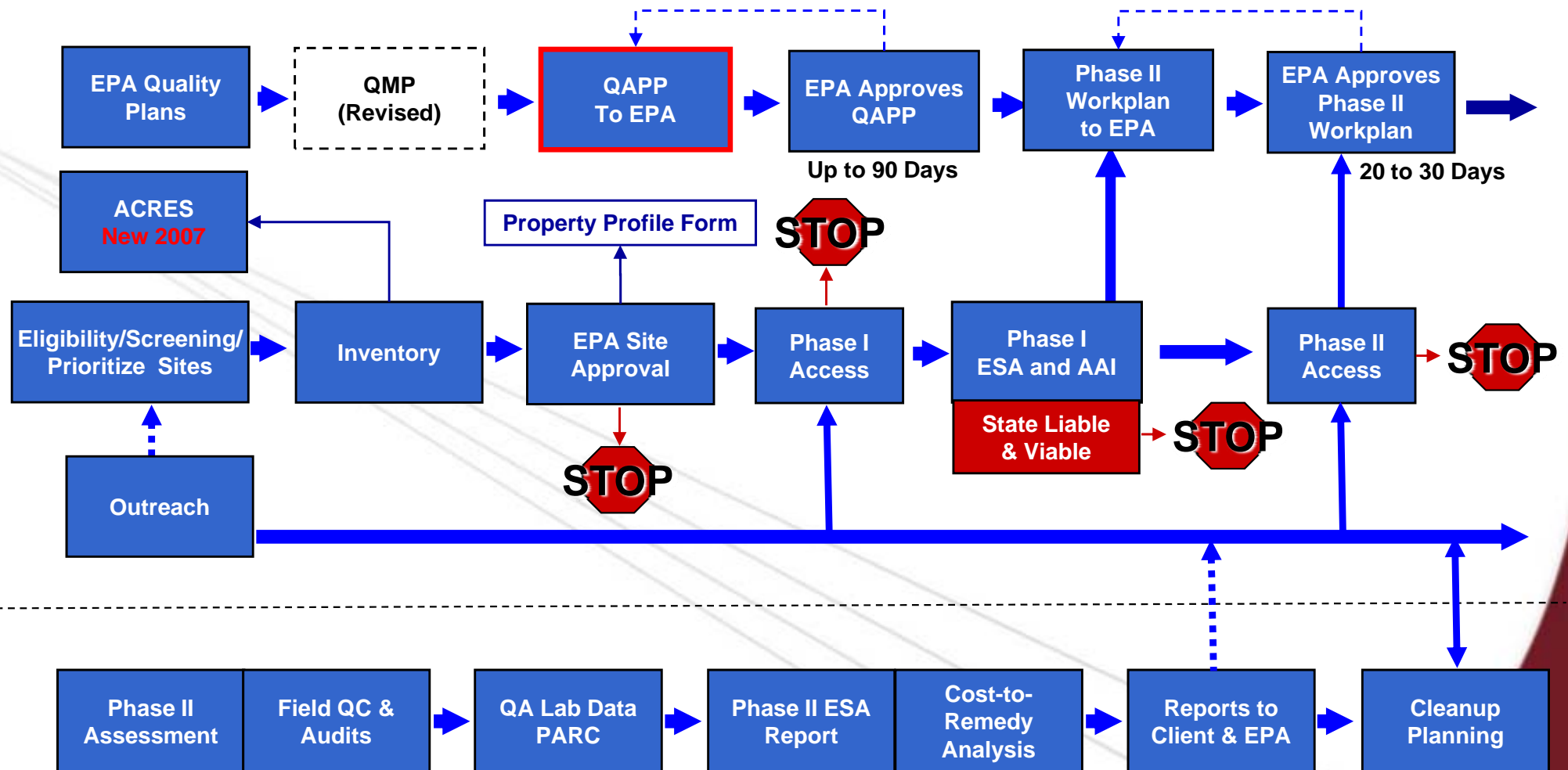


EPA/Grantee Contract Phase



MOAs: Memorandum of Agreements between Coalition partners with primary grant recipient MWGRC

Partners Must Understand Basics of Programmatic Processes & Timing



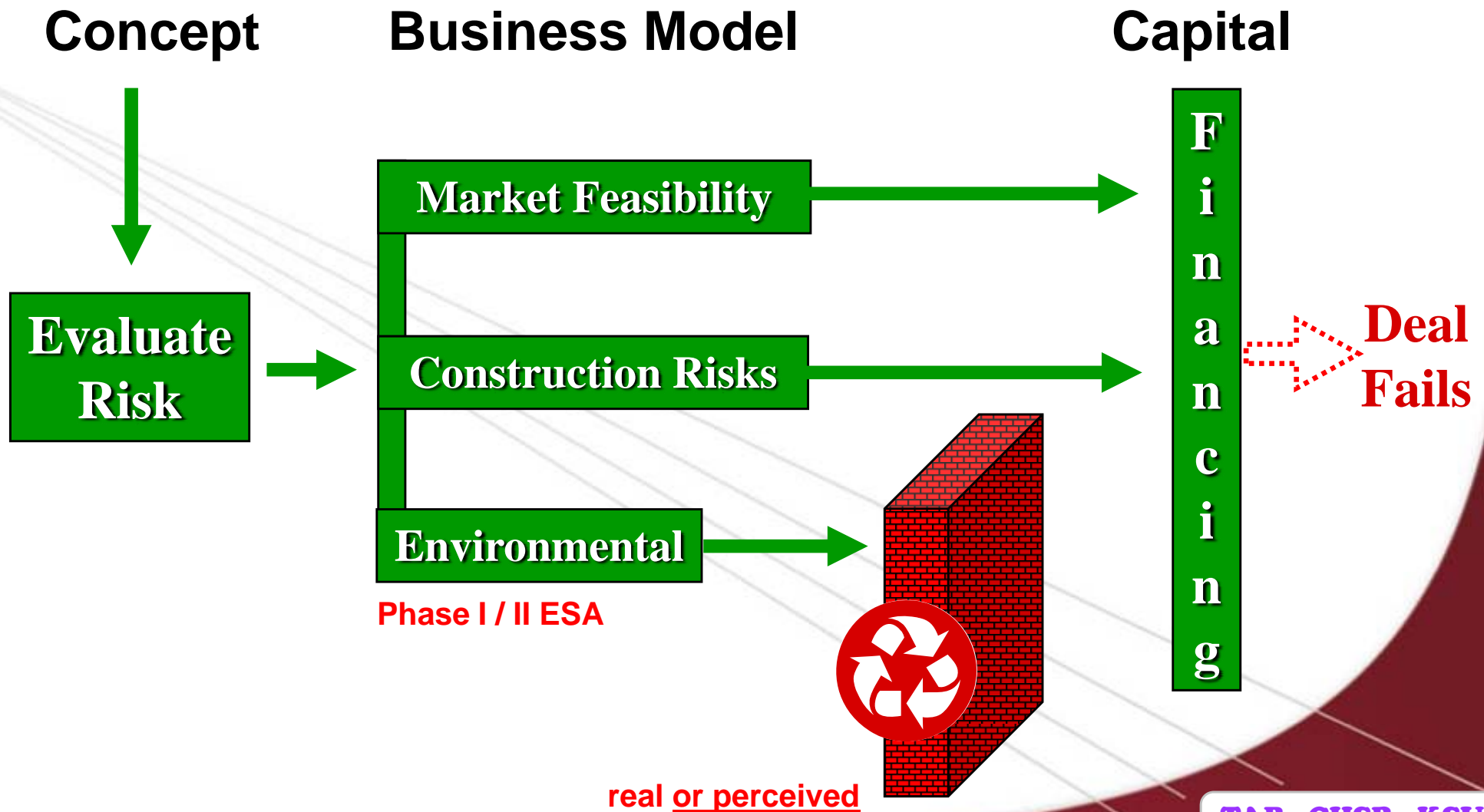
Picking Target Areas



- Seems to be commonly one of the most difficult things for coalitions to get their heads around in the early stages of grant application
 - Partially due EPA guidance that assessments must be coalition-wide and need not provide property-specific details, but then ask for very detailed specifics of need and demographics
 - Common area of conflict in debrief comments

- Target Areas are your demonstrations of need for Brownfield funding
 - They will represent your project, although they physically can be much smaller segments than the overall coalition
 - They will provide 80-90% of your documentation statistics; demographics, financial impacts, etc.
 - They should have a common element that comes across as a Brownfields-related issue of health or financial distress
 - Automotive Alley
 - Smelter Waste Region
 - I-75 Relocation Corridor
 - Blue Creek Watershed
 - Southside Neighborhood

Economic Development Projects That Have 'Hit The Wall'



Practical Definitions

- Brownfields are real estate deals with an environmental “twist” that complicates, but does not prevent, redevelopment of the property. The property may not be contaminated.
- Brownfields are properties caught between “clean” and “nasty” Superfund.
 - “Clean enough” not to be public hazards
 - Perceived as too “dirty” for investors’ comfort
- In view of the current economy, Brownfields are also identified as Green & Sustainable

Picking Target Areas

Navigating the Pitfalls



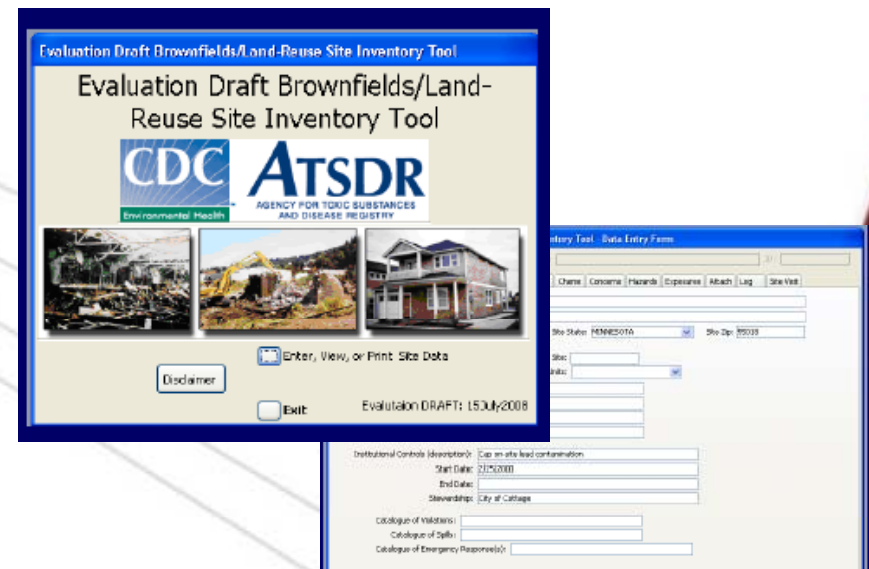
- Coalition target areas, to be meaningful, must conduct some preliminary research prior to application and establish the common element
 - Canvass the local public through coalition partners to gain insights
 - Engage public health and economic development departments
 - Engage state environmental regulator perceptions and databases

- Do a preliminary inventory to test that target areas do indeed have common issues and are Brownfields
 - A list of sites generated by a database search is not enough
 - Many, many listed sites are ineligible
 - Brownfields by definition are those that fall between “clean” and enforcement
 - Many listed sites are actually owners conducting their business properly (i.e., small quantity hazardous waste generators)
 - Apply the EPA eligibility rules , even though community- / coalition-wide
 - This is not the detailed inventory and prioritization that will occur with funding later

Picking Target Areas

Navigating the Pitfalls

- The inventory should be compiled by the partner(s) geographically enclosing the Target Area
- There are a number of good tools for developing a preliminary inventory, many of them capable of expanding into the working inventory of the coalition assessment grant
 - BIT (Brownfield's Inventory Tool) by TAB
 - ATSDR's Reuse Site Inventory Tool
 - As simple as custom spreadsheets



Inventory Has Two Different Functions, Always Tailored to Coalition Needs

PRELIMINARY BROWNFIELDS SURVEY FOR NORTHWEST GEORGIA BROWNFIELDS ASSESSMENT COALITION GRANT APPLICATION

Tab No. To Be Assigned by Coalition

Preliminary Inventory #: To Be Assigned by Coalition

Address _____

Street _____

City _____

County _____

Zip Code _____

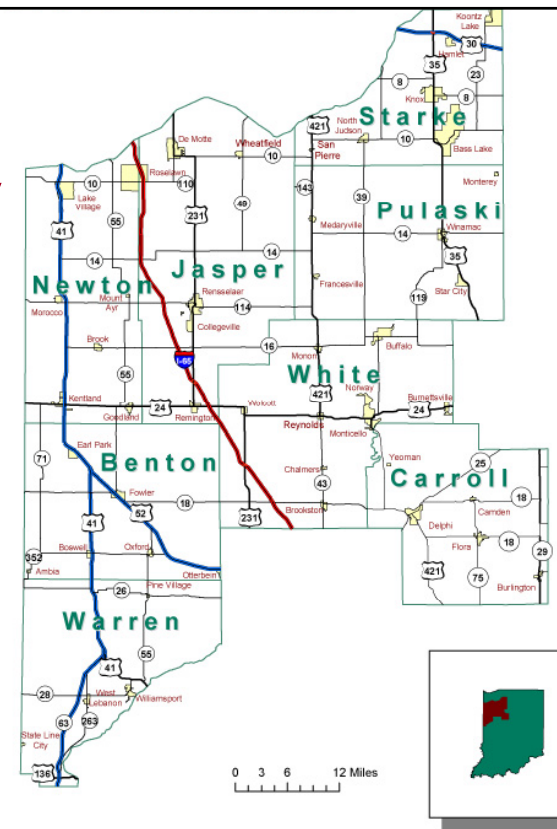
Owner Name _____

	Check Box			
	Yes	No	Not Known	Not Applicable
Relationship to Redevelopment (Answer all that apply)				
Is the property land use, past or present, related to Auto Alley or automobile industry?				
Is the property land use, past or present, related to Carpet & Textile industry ?				
Is the property abutting the I-75 right-of-way?				
Is the property within one mile of I-75 right-of-way?				
Is the property within the proposed Coalition Boundary?				
Is the property located in a specially designated development or enterprise zone ?				
Is the property within the boundary of an other active or former EPA Brownfields grant?				
Is the property within the boundary of a Tax Increment Finance (TIF) District or similar district?				
Environmental Health (Answer all that apply)				
Is there a suspected release of contaminants on the property?				
Is there a measured release of contaminants on-site in excess of state standards?				
Is there a measured release of contaminants on-site below state standards?				
Is there alleged on-site release of contaminants impeding property redevelopment?				
Is there alleged off-site release of contaminants impeding property redevelopment?				
Are there alleged health effects by citizens related to the property land use or associated contaminants??				
Is the property in an area designated as having blight?				
Is the property designated locally as a public nuisance?				
Regulatory Programs (Answer all that apply)				
Is the property involved in an active or previous federal assessment, cleanup or other regulatory action?				
Is the property involved in an active or previous State of Georgia assessment, cleanup or other regulatory action?				

- Now;**
Demonstrate needs and target area for grant application
- After Award;**
Determine eligibility, rank/score properties and prioritize to needs of coalition

Overcoming Geography

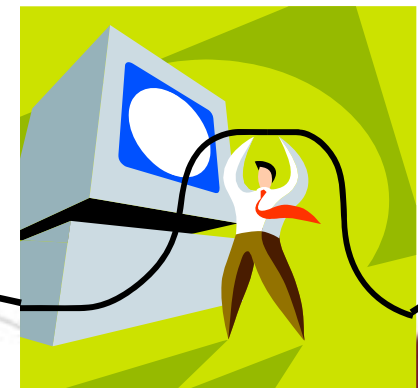
- Regional Planning Commissions have a better feel for the challenges confronting Brownfields assessment coalition applicants
- They face the same thing in their extended organizational, multi-partner organizations every day
 - Overlap and interaction of multiple administrative, political & financial spheres of influence
 - Balancing very location-specific opportunity for reinvestment for equity of benefit to partners vs equity of return to the region



Overcoming Geography

Navigating the Pitfalls

- With coalition partners and stakeholders spread out over hundreds or thousands of square miles, scheduled communication between partners becomes a necessity to be effective
- These working sessions can take a number of forms to fit your geography
 - Bi-weekly conference calls
 - Face-to-face meetings, often coinciding with community outreach events
 - WebEx, Windows Meeting or other similar online
 - Convenience of your own work personal computer
 - Adds visual presentations and materials sharing
 - Removes need and expense to travel



Overcoming Geography

Navigating the Pitfalls

- Too much talk, not enough action, can easily eat up a 3 year coalition assessment grant
- Partners should set the ground rules for performance and active participation
- The directing coalition committee, task force or other should not be overly large
 - Too many cooks in the kitchen doesn't spoil the soup, but it takes forever to do the dishes afterward
 - Champions should meet more frequently and report back to coalition partners for input

Use Community-Based Organizations

Community Service and Action

Community service and action CBOs focus on improving the general physical characteristics of a community. Although particular programs may be quite specific, these organizations tend to view their programs not merely as ends in themselves, but rather to see such programs within a broader community perspective. The CBOs categorized here differ from other problem-oriented CBOs in being more multipurpose. Descriptive Examples: Civic Service Groups, Community Development Groups, Neighborhood-Improvement Groups, Community Protection Groups, etc.

Health

Health CBOs focus on preserving and enhancing the physical and/or mental health of a community including treatment of health problems, aftercare, and rehabilitation. Descriptive Examples: Health Education, Hospitals/Health Treatment Facilities, Crisis and Suicide Hotlines, Nursing Homes, Public Health Support Services, Rehabilitative Medical Services, Emergency Assistance, Hospices, Residential/Custodial Care, Community Health Care, Drug and Alcohol Abuse Treatment and Prevention Groups, etc.

Educational

Educational CBOs have as their primary goal the education or increasing learning and knowledge of community residents. These groups are either directly involved or contribute to the educational process. Descriptive Examples: School-Based Educational Programs, School-Related Tutoring Programs, School-Based At-Risk Youth Programs, Community-Serving School-Based Groups, General Adult Education, Workplace-Related Programs, Adult Continuing Education, Literacy Educational Services, Preschool and Nursery Programs, etc.

Personal-Growth, Self-Development, Self-Improvement

Personal-Growth CBOs aim primarily to build character, personality, and skills in individuals primarily through self-help and experiential learning as opposed to formal education. Descriptive Examples: Youth Development Programs, Adult Development Programs, Future Farmers, Adult/Child Matching Programs, Boys/Girls Clubs, CYO, Scouting Organizations, YMCA/YWCA, etc.

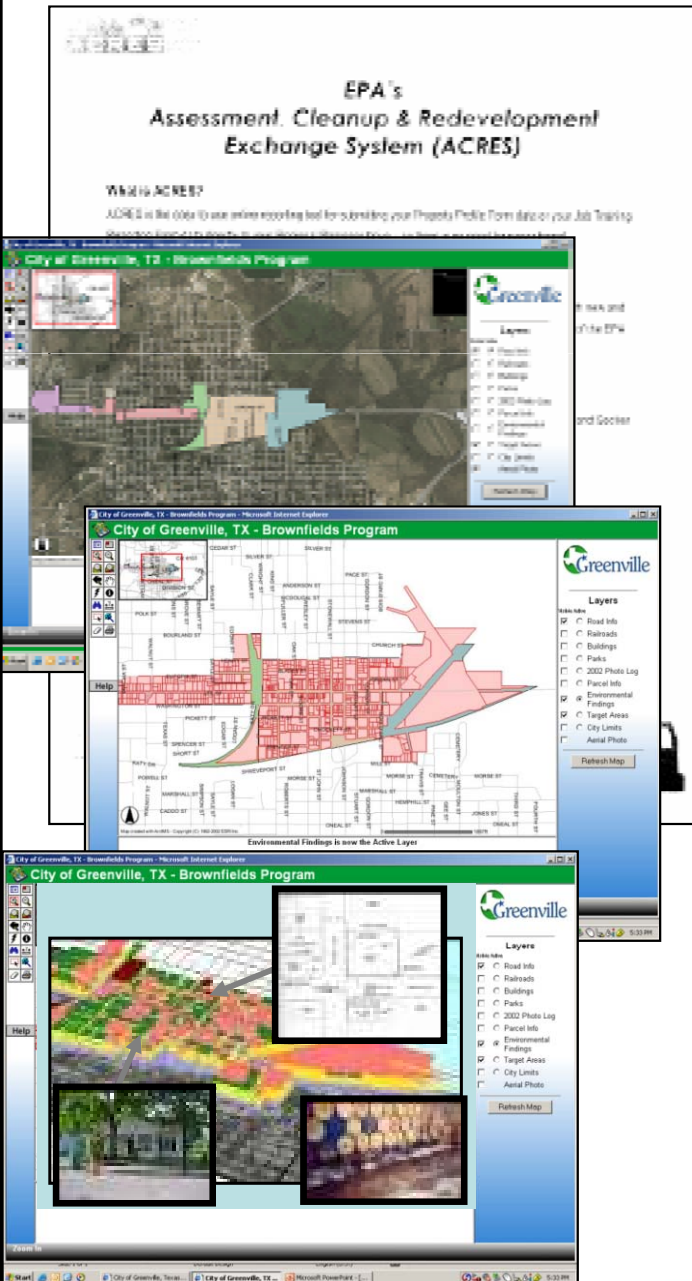
Social Welfare

Social Welfare CBOs are oriented primarily toward providing for the general welfare of some category of community resident facing serious social problems due to their social situation. Their focus and the prime legitimization of their activity is not the community as a whole, but rather, service to particular categories of persons seen as having special needs, problems, or requirements. Descriptive Examples: Marriage and Family Problems Groups, Friendship/Relations Groups, Crime and Delinquency, Employment Assistance (e.g. Job Development/Training), Vocational Rehabilitation, Volunteer Recruitment, Screening Referral and Advocacy Groups, Consulting and Technical Assistance Groups, Homeless Shelters/Temporary Housing, Housing Support Services, Women's and Children's Shelters, Children/Youth Support Services, etc.

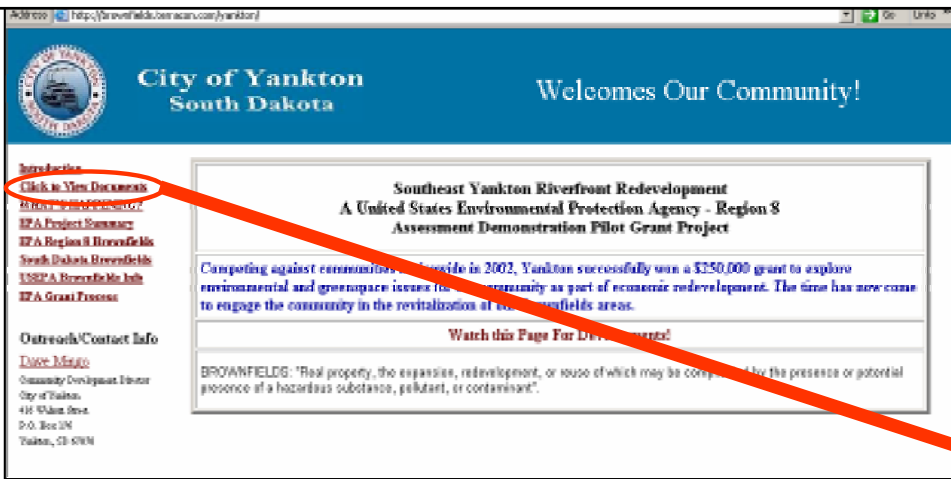
Self-Help Disadvantaged and Minority

Self-help disadvantaged and minority CBOs have as their focus the betterment of the poor, women, or other such traditionally disadvantaged groups. These CBOs are generally oriented toward improving the quality of common welfare and quality of life of their target populations through changing society's perceptions and treatment of disadvantaged people. Descriptive Examples: Senior Citizens Programs, Programs for Persons with Physical and Cognitive Disabilities, MHMR Programs, etc.

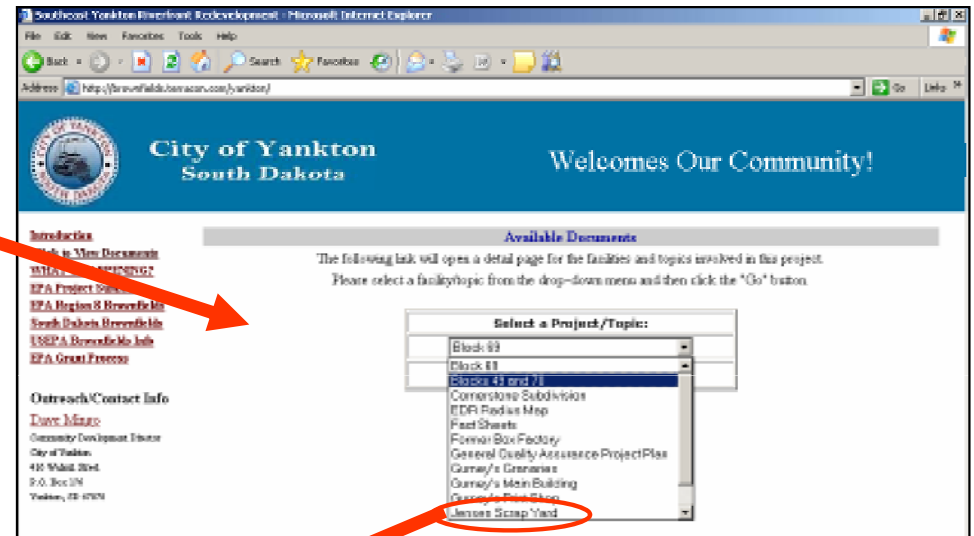
Communication



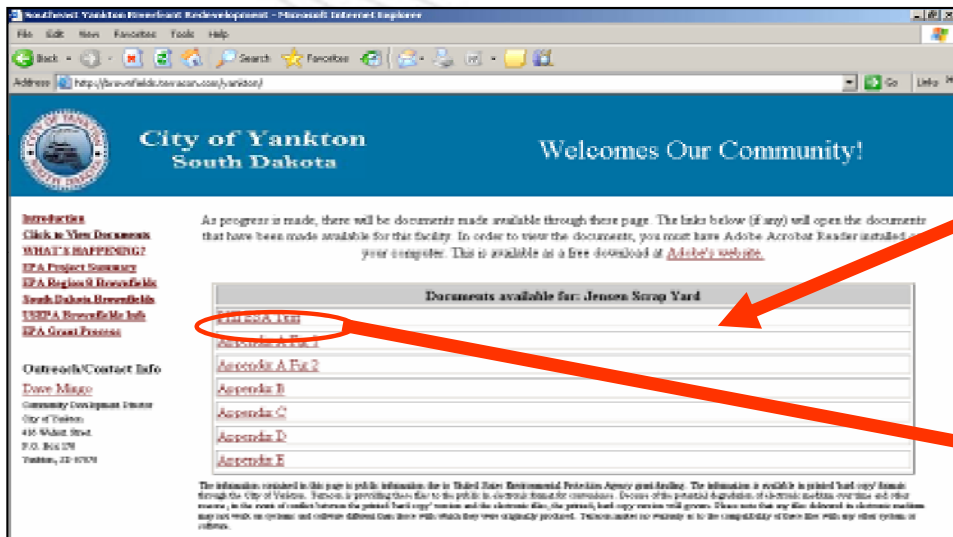
- Bi-weekly E-status as e-mail to primary stakeholders and regulators organized by task
 - Answers that surprise question by public, media, supervisors or politicians ... “What’s happening?”
- Quarterly reporting in Assessment, Cleanup & Redevelopment Exchange System (ACRES)
- Electronic Data Management
 - No “piles of files”
 - Use the “low end of high tech” for online, cost-effective data management and sharing
 - Updating support for GIS system



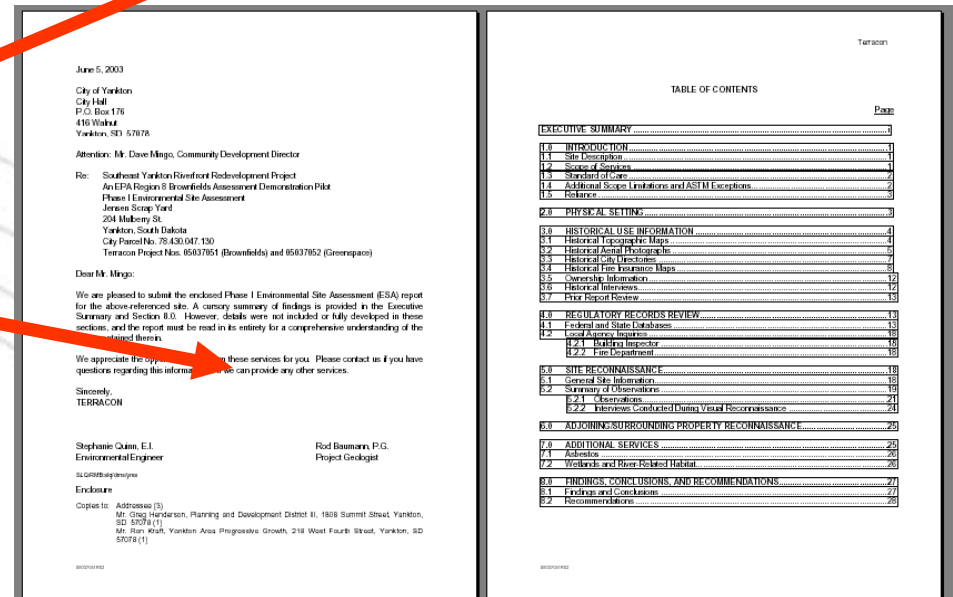
Internet- or intranet-based.



Point-and-click navigation.



Linkable to GIS, CADD and other documents with viewers made resident on system.



Thank You