From Inventory to Marketing: Gaining Visibility for Your Underutilized Sites
Thursday July 30th, 2020 | 11:00am - 12:00pm EST
What is a brownfield? And what does it mean for my community?

Focus on two aspects of the redevelopment process: creating an inventory and positioning the property for investment

- Seller and Buyer perspectives
- Compile information about your property
- Marketing tools
- Assistance/Resources

Presented in collaboration with Passaic County Division of Economic Development / Passaic County Brownfields Commission
Using Zoom: Speaker View, Chat, Q&A

- Speaker/Gallery View
- Make sure your name appears correctly
- **We are recording this session! We will send our link and powerpoints.**
- Organizers will respond to logistical questions/send resources via chat.
- Use the chat to ask a question. We try to respond to all of them – during or after the webinar. If we select your question, we will call on you to unmute yourself and ask directly.
Center for Creative Land Recycling (CCLR or “see clear”)

- Our mission is to promote the sustainable, equitable and responsible reuse of underutilized and environmentally impacted properties.
- We educate, advocate, assist and convene stakeholders to revitalize communities through land recycling.
- CCLR is **U.S. EPA’s Technical Assistance to Brownfields Provider (TAB)** for Regions 2, 9 and 10, including New York, New Jersey, Puerto Rico and the Virgin Islands.

Follow us on:

- Center for Creative Land Recycling
- @landrecycling
- Center for Creative Land Recycling
Center for Creative Land Recycling (CCLR or “see clear”)

What we do
• One-on-one technical assistance
• Workshops and webinars
• EPA Grant Review
• Newsletters and online resources

How we can help you
CCLR works with communities in response to their identified needs. Start with us, stay with us.

Getting you started
Giving you the tools and connections to plan a redevelopment roadmap and champion the pathway.

Helping you stay on track
Offering current information and expert advice on regulations, funding, remediation and community engagement to meet your milestones.

Getting the job done
Sharing common documents (RFPs and marketing sheets) and introducing you to peers, industry experts, and developers.
What are brownfields?

● “…real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant”*
  ○ *(Public Law 107-118 (H.R. 2869) - “Small Business Liability Relief and Brownfields Revitalization Act”, signed into law January 11, 2002)

● Opportunity for funding + redevelopment goals

● Includes all types of sites, in large cities, small towns everywhere including:
  ○ Abandoned factories, strip shopping centers, gas stations, grocery stores, foundries, power plants, old apartment buildings, dry cleaners, orchards, vacant lots, corporation yards, landfills, waterfront sites, rail yards, etc
  ○ And sites adjacent to these uses
What do brownfields look like?
Why are brownfields problems?

- Increased Health Risks
- Discourages investment
- Increased unemployment
- Adjacent properties lose value
- Quality of life diminishes for neighbors
- Economic stagnation
## Why do brownfields redevelopment?

<table>
<thead>
<tr>
<th>Economic/Tax</th>
<th>Economic Investment</th>
<th>Environmental</th>
<th>Quality of Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction jobs</td>
<td>Tax credits</td>
<td>Preserves open space</td>
<td>Public amenities</td>
</tr>
<tr>
<td>New industry</td>
<td>Investors</td>
<td>Removes environmental and safety hazards</td>
<td>Decreased crime</td>
</tr>
<tr>
<td>Direct/indirect</td>
<td>Grants/loans</td>
<td>32-57% reduction in vehicle miles traveled</td>
<td>Creates housing and services</td>
</tr>
<tr>
<td>employment</td>
<td>Leverages private investment</td>
<td></td>
<td>Improves public health</td>
</tr>
<tr>
<td>Increased tax base</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property values</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Plunging into the Brownfields Process

1) What: Determine how your revitalization goals align with brownfields in your community
2) Who: Determine existing resources and points of contact
3) Your role: champion, planner, owner, etc.
Where are brownfields?

- Inventory
- Make a list of potential brownfields
- Who knows where they are?
  - Responsible government employee
  - Local non-profit
  - Local environment committee
  - Local residents
Brownfield Inventory

- Can use a spreadsheet to gather data on each property:
  - Address (block/lot)
  - Ownership
  - Size
  - Site characteristics/description: buildings, zoning, etc
  - Past and current uses that may expose type of contamination
  - Environmental status
  - Date property built
  - Tax status
  - Access to transportation
  - Land use of adjacent properties
  - Redevelopment or rehabilitation area designations
Which ones should you focus on first?

- **Prioritization** (assumes property is not a public health emergency)
  - Most important vis-a-vis community needs
  - Greatest potential for economic development
  - Public health
  - Beautification

- You can add other factors that the community values

- Can assign weights and do a weighted average to determine which properties have the highest score = priority
# Inventory Prioritization Matrix

<table>
<thead>
<tr>
<th>Site</th>
<th>Weight Factor</th>
<th>Hazard (human and/or Eco) Potential</th>
<th>Development Potential</th>
<th>Blight Reduc. Potential</th>
<th>Owner</th>
<th>Score</th>
<th>Site Location</th>
<th>Site Location</th>
<th>Site Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Method Cleaners</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>43</td>
<td>4402</td>
<td>6 300-31 Prospect</td>
<td>acquired by city.</td>
<td>Extensive DNAPL remediation required.</td>
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<tr>
<td>Roebling Block 2</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>5</td>
<td>39</td>
<td>15704</td>
<td>1 670 S. Clinton</td>
<td>available</td>
<td>RI/RA in progress. Hotspots. PCBs.</td>
</tr>
<tr>
<td>Federated Metals</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>35</td>
<td>23102</td>
<td>9 300 Enterprise</td>
<td>acquired by city.</td>
<td>Available following additional remediation.</td>
</tr>
<tr>
<td>Clinton Commerce Center</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>35</td>
<td>22101</td>
<td>2 780 N. Clinton</td>
<td>planned for open space/recreation</td>
<td>RAW phase??</td>
</tr>
<tr>
<td>Amtico</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>35</td>
<td>1702</td>
<td>1 Amtico Square</td>
<td>acquisition pending</td>
<td>Planned for open space/recreation</td>
</tr>
<tr>
<td>Sainte Marie Cleaners</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>34</td>
<td>16404</td>
<td>15 Chestnut Ave</td>
<td>city foreclosure in progress</td>
<td>Groundwater contamination. Vapor intrusion</td>
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<tr>
<td>Fischer</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>33</td>
<td>21402</td>
<td>1 101 Hart St</td>
<td>planned for open space/recreation</td>
<td>RI/RA phase</td>
</tr>
<tr>
<td>Former Starscreen Printing</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>33</td>
<td>22802</td>
<td>5, 6, 7, 8 101 Mulberry St</td>
<td>foreclosed ~2015</td>
<td>PA/SI in progress</td>
</tr>
</tbody>
</table>
Steven Black | Transaction Manager | RACER Trust

In this role, Mr. Black helps coordinate the sale and redevelopment of property from General Motors’ bankruptcy. At its inception, RACER was the nation’s largest environmental trust and the third largest portfolio of industrial property located across 14 states. Previously, Mr. Black served as Deputy City Manager of Community Development for the City of Bay City, Michigan from 2004 to 2012. Mr. Black holds a Bachelor’s degree from the University of Michigan and an MBA from Saginaw Valley State University. He is a Certified Economic Developer and licensed real estate broker.
Bill Callen | Vice President | Behan Communications

is the former executive sports editor of the Times Union in Albany and spent 22 years in daily journalism before joining Behan Communications in November 2009. He works with a number of clients in the manufacturing, industrial and green energy sectors, handling media and community relations, internal communications and issues research. His specialty is writing and editing, especially communicating complex issues in clear terms.
Patrick Terborg | Founder and Managing Member | TD+Partners, LLC

has over 10 years of experience in development and over 15 years of financial management experience. Patrick has been instrumental in obtaining equity and debt financing that has led to the development of over 500,000 square feet of mixed used space in the urban core of the North Jersey. Patrick is driven by his desire to create economically feasible mixed-use properties that will serve to provide high quality housing and amenities.
From Inventory to Marketing:
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Steven Black
Transaction Manager, RACER Trust

July 30, 2020   |   Center for Creative Land Recycling
Always Remember: **Time and Uncertainty are the Enemies of Development**
Preparing for Investment:
Signaling Certainty to the Market

- Enact incentives
- Rezone property
- Infrastructure improvements
- Measurements and benchmarks (weekly, monthly, quarterly, yearly)
Community Consensus:
A Worthwhile Investment
Community Consensus: A Worthwhile Investment

- More important than cash on hand
- Clear vision attracts developer attention, incentivizes assistance
- Strongly preferred by public agencies, elected officials, regulators, philanthropic groups
Building Community Consensus

- **Consensus rarely just happens**
  - Advocate and educate
  - Takes time; budget for it
  - Work at it

- **Document support**
  - Letters
  - Council resolutions
Setting Expectations

- Long-term by definition
- Brief elected officials, influential civic leaders and stakeholders
- Informs:
  - Funding
  - Staffing
  - Regulatory oversight
- Forecasting
Marketing Fundamentals

• Organize and clarify your approach
• Same principals as for selling widgets
• Spend your time and money wisely
From Inventory to Marketing:
Gaining Visibility for your Underutilized Sites

RACER’S MARKETING MIX

SUCCESSFULLY POSITIONING PROPERTIES FOR SALE AND REDEVELOPMENT

PRODUCT
- Highest and best use
- User committed for high-value zoning
- Zoning and other restrictions
- Physical characteristics
- Business climate
- Close proximity development incentives
- Infrastructure
- Local and state economics (cost efficiency and financing)
- Public infrastructure
- Letter of support

PRICE
- Appraised
- Tax affairs
- Closing
- Disclosure Liabilities
- Appraiser costs
- Sales tax disclosure

PROMOTION
- Website
- Marketing brochure
- Print media
- Logo
- Phrases
- Go-Gator, Logistics, RFA
- Trade associations
- Development agencies
- CPAs
- Sales team

PLACE
- Developers
- Developers’ names
- Intermediaries
- Language development agreements
- Land purchase
- Site selection
- Standards management firms
- Architects and engineers
- Builder
- Builder’s
- Builder’s supply providers
Stimulating Interest: **Redevelopment Forums**

- Making a market
- Property champion (you)
- Time (2-3 months to plan; half-day commitment)
- Invitation-only
- Intimate, elite group (< 25)
- Top local developers, utility partners, site selectors, state EDO
- Deeply dive — ½ Day
Stimulating Interest: **Call for Offers**

- Only with multiple credible offers
- Targeted
- Caution: Public sector has reputation for not proceeding
- Consider P3 to sell property
- Create blue ribbon panel to choose buyer
- P3 receives irrevocable assignable option
Work with Environmental Regulators

- Find people who “get it” from a reuse perspective
- Programs and priorities constantly change; stay current
- Ask for help
- Stay in touch
- Apply for grants/assistance repeatedly and often
- Grant writing is difficult to outsource; budget accordingly
Stay Focused on the Big Picture

• Avoid the comments section of local news websites and tune out the social media snark.

• Constructive criticism is seldom served through those channels.

• Stick to your vision
Why Brownfields?

• Complex but rewarding

• Change neighborhoods, communities

• Protect human health and the environment and

• Create jobs and investment
Thank you! Let’s Connect!

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LinkedIn: https://www.linkedin.com/in/steven-black-55250a84/
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Gaining Visibility for your Underutilized Sites

Center for Creative Land Recycling
July 30, 2020
ABOUT BEHAN COMMUNICATIONS

• Full-service public relations firm, based in Upstate New York
• 30 years’ experience, local firm with national reach
• Practices in economic development, corporate communications, environmental and risk communications, crisis management and media relations
• Unique grassroots advocacy, community relations experience
The 5 Ws

- **Who** are you appealing to?
- **What** are your audience’s expectations?
- **Where** can you best reach them?
- **When** can you be most effective with your pitch?
- **Why** is this the right time and approach?

And H

- **How** will you best reach your audience?
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BEYOND MARKETING TO ADVOCACY

• Embrace your role as a 24/7 promoter
• Create market-facing materials (fact sheets, environmental summaries with links) and make them easily accessible 24/7
• Build bridges (site selectors, developers, community/virtual events)
• Sow your seeds

Truth check with trusted sources
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Gaining Visibility for your Underutilized Sites

ENGAGE ALLIES IN YOUR EFFORTS

• Reach out; you’ll find a community that is passionate about land reuse and eager to help

• Know where your audience is and meet them there

• Stay in touch, make sure the right people are aware of your opportunity

• Apply for grants to further characterize or mitigate environmental issues (difficult to out-source)

• Collaboration and cooperation are the goals
INVOLVE THE COMMUNITY

• Recognize and respect the role of the community; seek engagement, which is deeper than outreach

• Seek to build consensus behind a realistic reuse; it does no good to get the community excited about a prospective reuse that has no market

• Create ambassadors

• Make it as easy as possible to say yes

• Ultimately saves time and money and projects on a faster path to approval
MARKETING IS MULTI-FACETED

- Informed by industry and development experts
- Thorough and detailed in scope
- Multi-platform, including events to generate leads and prospects
- Paid and earned (media placements)
- Tracking and follow-through; is it working?
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SOME MARKETING PRINCIPLES

• Invest in professional graphic design; brilliant visual thinkers

• Pay attention to color and layout — Clean and simple — Only as much information as you need

• Identify the influencers
• Build public trust and confidence
• Defuse controversy
• Listen carefully
MAKE YOUR PROPERTY VISIBLE
MAKE YOUR PROPERTY VISIBLE

- Municipal website
- Brownfields or project-specific local website (cityofrochester.gov/Development_Ready_Sites)
- Local and regional brokers
- Local and regional developers
- Trade associations
- Regional councils
- brownfieldlistings.com
- CCLR and other organizations
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ELEMENTS OF SUCCESS

- Community engagement
- Market engagement
- Transparency
- Clarity
- Cooperation and collaboration
- Solutions-oriented
- Highest and best use
- Urgent
Questions?

Email: bill.callen@behancom.com
Website: behancommunications.com
Phone: (518) 480-9793
Our real estate development undertakings result in equitable outcomes for members of the communities we serve.
About US

We have received approvals for and developed projects with a market value in excess of 500 million dollars while providing equitable outcomes for community members. We are experts in the use of financial instruments inclusive of:

- Low-Income Housing Tax credits,
- New Market Tax credits,
- CBDG Funds,
- Volume Cap Bonds,
- Leverage Loan and
- Conventional Debt.

We combine empirically researched data and a superior understanding of hyper local political, economic, and social knowledge of the market to execute our development vision. Our development undertakings have resulted the transformation of blighted and environmentally impaired sites into the following functional use:

- Hundreds of units of affordable housing
- Mixed income housing,
- Market rate housing,
- Educational institutions,
- Industrial and commercial buildings

Our projects provide equitable outcomes for community members while eliminating blight and providing hundreds of jobs during construction and permanent employment opportunities.
Leadership

Patrick Terborg is the Founder and Managing Member of TD+ Partners. He has over ten years of leadership experience in real estate development and over twenty years of financial leadership experience. He has obtained development rights for over one million square feet of mixed-use development inclusive of multifamily housing, large scale commercial buildings and educational uses. His leadership has resulted in over 500M in completed development projects which have served to eliminate areas of blight and under-utilized properties. Patrick is driven by his desire to create economically feasible mixed-use properties that will provide high quality housing and amenities for all income levels. He has also successfully structured joint venture relationships, engaged in co-development relationships, negotiated the purchase of properties from municipalities and private owners, and successfully arranged municipal approvals and financing for all his projects.

Patrickterborg@tdandpartners.com
What Municipalities Can Do To Improve Investors’ Interest

- Meet with developers who have experience developing brownfield sites to discuss options for the site
- Discuss Development options with community members
- Adopt or Amend a Redevelopment Plan based on the financially feasibility of a project
- Be Transparent with developers with regards to the political realities and will to proceed
- Be flexible in times of economic hardships or emergencies
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**Industrial/Supply Company**

700 South Second Street, Plainfield, NJ

**Role:** Developer

**Project Status:** Completed, December 2016

**Project Value:** 8 Million

- NMTC
- Leverage Lending
- Direct Conventional Financing
- Sponsors’ Equity

**Funding Partners**

- Provident Bank
- RBC Capital
- Sponsors’ Equity

**Architect:** Think Wilder Group

**Project Description**

This site was an NJ brownfield site that required extensive remediation. The site was vacant for over 30 years. We developed a 44,000 s.f. commercial industrial warehouse for ABC Supply Company including a 4,000 s.f. office and 2 acres of outdoor staging area. With close to 1000 locations across the United States, ABC Supply Company is the largest wholesale distributor of roofing in the United States and one of the nation’s largest distributors of siding, windows, and other select exterior building products, tools, and related supplies.

**Outcomes**

- Remediated a brownfield site
- Structured a NMTC transaction to make the project financially feasible
- Negotiated an amendment to the area’s redevelopment plan resulting in zoning enhancements
- Planning Board Approvals within 6 months
- PILOT Agreement with the City of Plainfield
- A component of the largest transformative development in the f of the City of Plainfield in 40 years. This project served as a catalyst for further large-scale development projects in Plainfield, NJ
Childcare Center
200 Plainfield Avenue, Plainfield, NJ

Role: Developer

Project Status: Completed, August 2018

Project Value: 13M

• NMTC
• Leverage Lending
• Direct Conventional Financing
• Sponsors’ Equity

Funding Partners

• M&T Bank
• New Jersey Community Capital
• Sponsors’ Equity

Architect: Think Wilder Group

Project Description

The Second Street Education Center is a 25,000 s.f. early childhood educational and community center for lease by the Second Street Youth Center (SSYC), a provider of high-quality early childhood education for 210 children through funding received primarily from the Early Childhood program funded by the State of New Jersey and administered by the Plainfield School District. The center also serves up to 120 students through after school programming where it provides meals and after school resources. Currently, the organization operates in and provides services to the community in an outdated facility that is over 80 years old and is located in an industrial area within the city of Plainfield surrounded by properties that have a history of heavy industrial usages. Our proposed development will provide a new state-of-the-art educational facility that will enable the Second Street Youth Center to properly provide excellent services to the children it serves and their families. The project also includes a 2,500 sf urban farm.

Outcomes

• Structured a NMTC transaction to make the project financially feasible
• Negotiated an amendment to the area’s redevelopment plan resulting in zoning enhancements
• Planning Board Approvals within 6 months
• PILOT Agreement with the City of Plainfield
• Recipient of a Smart Growth Award from NJ Futures
Industrial/Supply Company/Logistics Management
11 Sussex Avenue, East Orange, NJ

Project Status: Completed, December 2019

Role: Developer

Project Value: 13M

- NMTC
- Leverage Lending
- Direct Conventional Financing
- Sponsors’ Equity

Funding Partners

- M&T Bank
- The Community Builders
- Sponsors’ Equity

Architect
Think Wilder Architecture

Project Description
This redevelopment project involved remediation of an 8-acre site in the city of East Orange that has been blighted for over 15 years. We have developed a new 60,000 s.f. warehouse distribution center that has created approximately 100 new permanent jobs for primarily low income to moderate income residents of East Orange and the surrounding municipalities. The property is leased to SBC Supply Company and Prime Global Logistics. The site will also feature an urban farm that will directly address food insecurity issues in a county where approximately 18% of residents are food insecure by creating over 4,000 pounds of food per year. The project is serving as an important catalyst for revitalization in the Greenwood section of East Orange, an area where there is a significant amount of abandoned homes and properties that suffer from acute deferred maintenance.

Outcomes

- Structured a NMTC transaction to make the project financially feasible
- Negotiated an amendment to the area’s redevelopment plan resulting in zoning enhancements
- Created development rights for a future development of 85+ units of multifamily housing
- Planning Board Approvals within 6 months
- PILOT Agreement with the City of East Orange
- A catalyst project for the Greenwood section of East Orange
Multifamily / Affordable Housing
738 South Second Street, Plainfield, NJ

Project Status: Completed, August, 2020

Role: Developer

738 South Second Street, Plainfield, NJ
Project Status: Completed, September 2020

Project Value: 32 Million
- 4% LIHTC
- Volume Cap Bonds
- CDBG Funds

Funding Partners
- JPMorgan Chase
- RBC Capital
- NJHMFA
- HUD

Architect: Think Wilder Group

Project Description
This site required extensive remediation and it was abandoned and vacant for over 30 years. The Station at Grant Avenue is a critical development for the West End Area of the city of Plainfield. We have developed a thoughtfully designed 90-unit affordable housing development design that feature a 5-story building over surface level parking with 90 units of thoughtfully designed one, two- and three-bedroom apartments. The property includes a contemporary lobby, a resident fitness center, passive security controls, and on-site parking for residents.

The apartments include laminated hardwood floors, granite or stoned based countertops, and washer and dryer units in each apartment.

Outcomes
- Remediated a brownfield site
- We structured a complex 32M mixed finance transaction that included the sue of federal low-income housing tax credits, volume cap bonds, CDBG funds, conventional debt and sponsors’ equity.
- We secured amendments to the redevelopment plan for the area resulting in significant zoning enhancements inclusive of change in use.
- We obtained Planning Board Approvals within 4 months
- PILOT Agreement with the City of Plainfield
- Largest transformative development in the Fourth Ward of the City of Plainfield in 40 years
Wrapping Up: Next Steps

● Reduce Barriers & Uncertainty:
  ○ Marketing sheet with property assets
  ○ Data on local market conditions and value of real estate
  ○ Comprehensive plan - community’s end use vision and zoning
  ○ Approval process – timeline and requirements
  ○ Resource Roadmap: Briefing Sheets, Funding Matrix
  ○ Identify funds municipality can contribute to the project

● Identify private investors/developers:
  ○ Work with brokers & economic development groups to foster ongoing relationships with developers/investors
  ○ On your municipality’s website: https://www.cityofrochester.gov/development_ready_sites/
  ○ Developer Forums
Resources/Questions?

Check your chat for:

- CCLR “About” Brochure – NJ Specific
- CCLR “About” Brochure – NY Specific
- Asset Inventory Sheet

Questions?

- Jean Hamerman: Jean.Hamerman@cclr.org
- Claire Weston: Claire.Weston@cclr.org