

Beyond Brownfields Creating Sustainable Community-- Based Programs US EPA Region 5

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Ohio EPA Brownfields Conference
April 2014

Introduction

- ▶ Over last few years, R5 has been involved in a number of Community-based, community scale collaborative efforts—spear headed by either traditional BF approaches, like Milwaukee’s Menominee Valley or HUD/EPA/DoT Partnership projects like Cincinnati and Indianapolis.
 - ▶ Question: how did those efforts come about? Short answer—because clever people knew how to seek out other clever people in the office who could put community needs in terms of the programs we have to offer—Next question—so, why does it not work in other places?
 - ▶ This brought about a charge: Institutionalize those opportunities. Align the BF, Community and Sustainability Work into a sustainable, strategic structure with the Core Programs.
 - ▶ Do Sustainability!
- 

How do we do Sustainability?

First—we can “define” Sustainability

The Creation and maintenance of conditions under which humans and nature can coexist

The Recognition that risk identification and reduction are not sufficient to solve complex problems

Realization that all human development decisions have economic, social and environmental drivers and costs

For practitioners here, it is also the efficient delivery of governmental services.

Secondly—we need to deconstruct the successful efforts



•As it turns out there are “deconstruction” barriers in creating a sustainable, strategic community structure–

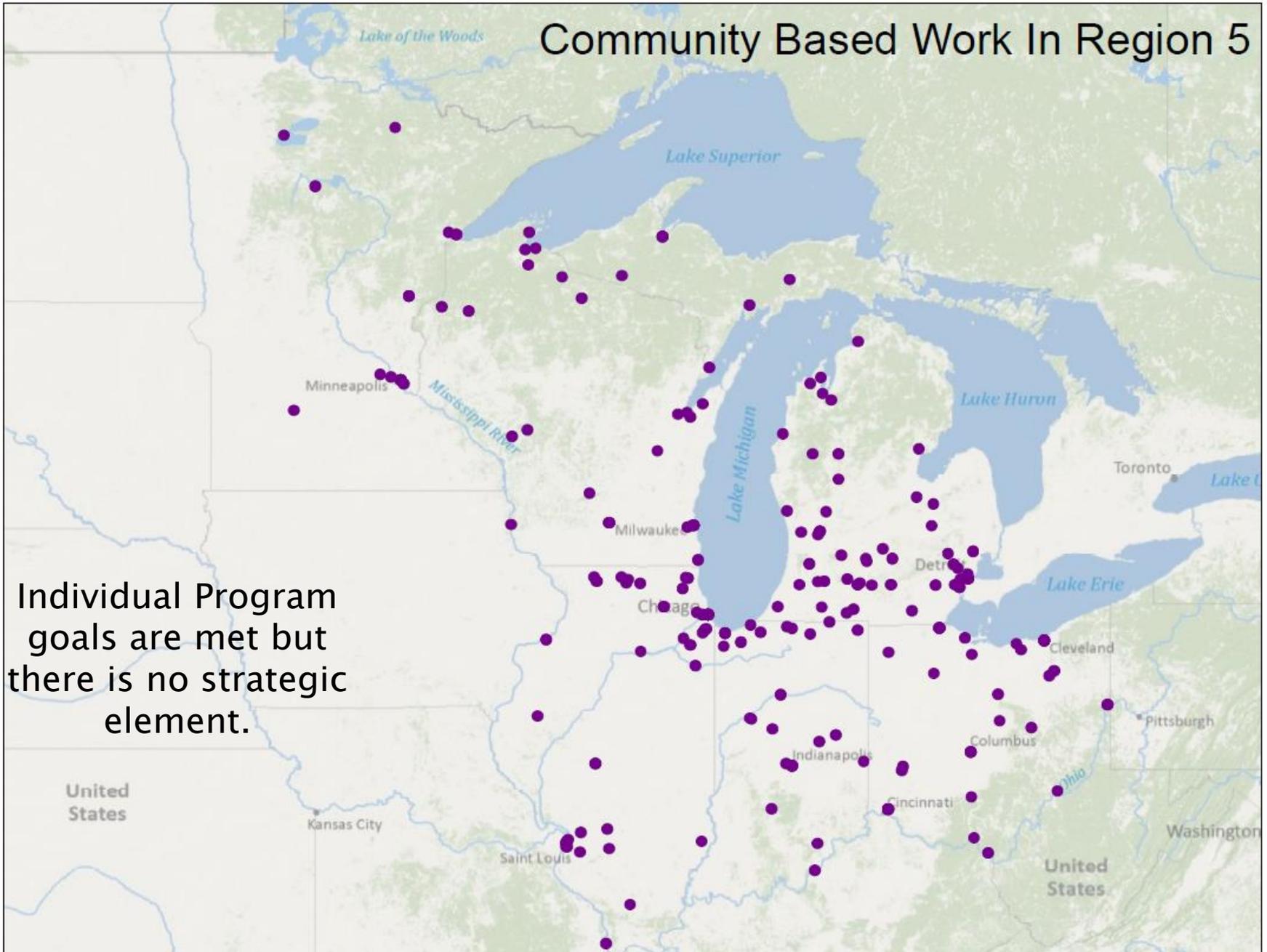
First, there are between 25 and 30 Community–based Sustainability Programs and over 40 Policy–based Sustainability Programs spread over every program office in EPA.

And we are a somewhat silo’d organization.



Map of Sustainability/Community Program Recipients in FY12

Community Based Work In Region 5



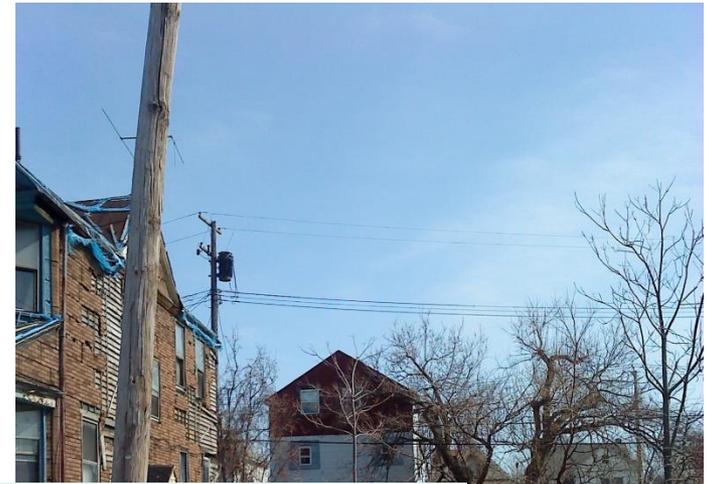
Individual Program goals are met but there is no strategic element.

Secondly, the EPA Core Programs are more closely aligned to this type of community view...



Calumet River System, NW Indiana

...than this community view
of vacant property, rubble
piles and collaborative
engagement...



...which
some see
as
“squishy”

Thirdly, Region 5 has an abundance of “community” opportunity.

9 of the 25 metro areas with the highest vacancy rates and population loss are here.

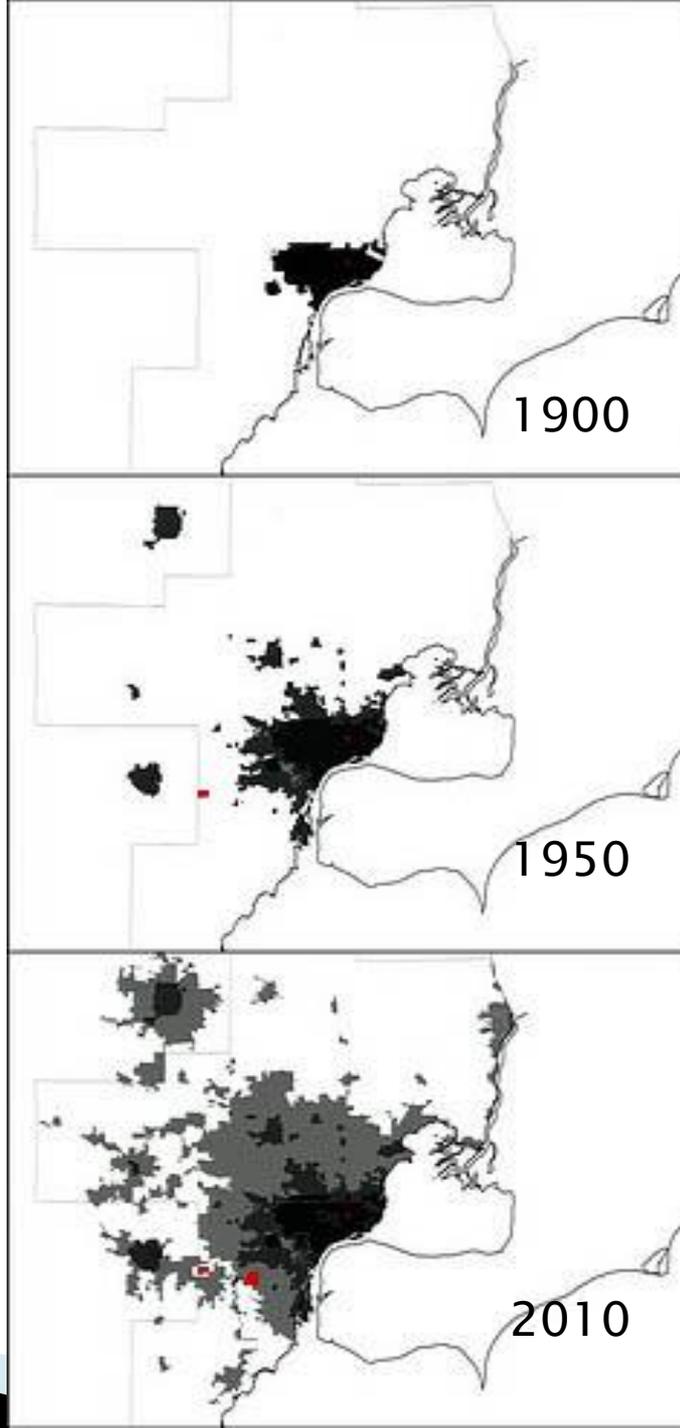
Highest Vacancy Rates Among the 75 Largest Metropolitan Statistical Areas, 2012			
#	Metropolitan Statistical Area	Vacancy Rate (%)	Vacant Units
1	New Orleans-Metairie-Kenner, LA	12.6	68,181
2	Jacksonville, FL	12.1	72,735
3	Las Vegas-Paradise, NV	11.8	100,005
4	Detroit-Warren-Livonia, MI	11.7	220,931
5	Birmingham-Hoover, AL	11.5	57,874
6	Memphis, TN-MS-AR	11.5	63,692
7	Cleveland-Elyria-Mentor, OH	11.4	108,558
8	Dayton, OH	10.9	42,063
9	Columbia, SC	10.8	36,358
10	Atlanta-Sandy Springs-Marietta, GA	10.7	232,667
11	Orlando-Kissimmee-Sanford, FL	10.6	100,412
12	Indianapolis-Carmel, IN	10.4	79,771
13	Oklahoma City, OK	10.4	56,484
14	Tampa-St. Petersburg-Clearwater, FL	10.3	139,840
15	Albany-Schenectady-Troy, NY	10.3	40,524
16	Toledo, OH	10.1	30,426
17	Houston-Sugar Land-Baytown, TX	10.0	235,299
18	Tulsa, OK	9.9	41,156
19	Akron, OH	9.8	30,683
20	Cincinnati-Middletown, OH-KY-IN	9.8	89,880
21	Greensboro-High Point, NC	9.6	31,214
22	St. Louis, MO-IL	9.6	118,525
23	Richmond, VA	9.6	51,088
24	Columbus, OH	9.4	75,357
25	Phoenix-Mesa-Glendale, AZ	9.4	170,883

Lastly, what is normal development? Is it sustainable?

Since 1950, the developed footprint of metro Detroit has increased by 50%

The population of metro Detroit declined from 1970 to 2010, from 4,490,902 to 4,296,250, a loss of 4 %

Economic costs?
Taxes?



Metro Cleveland increased by 36%. With a 6% population loss.

Metro Chicago saw a 47% increase with a 4% population increase.

US developed land area increased by 107% with a 47% pop increase.

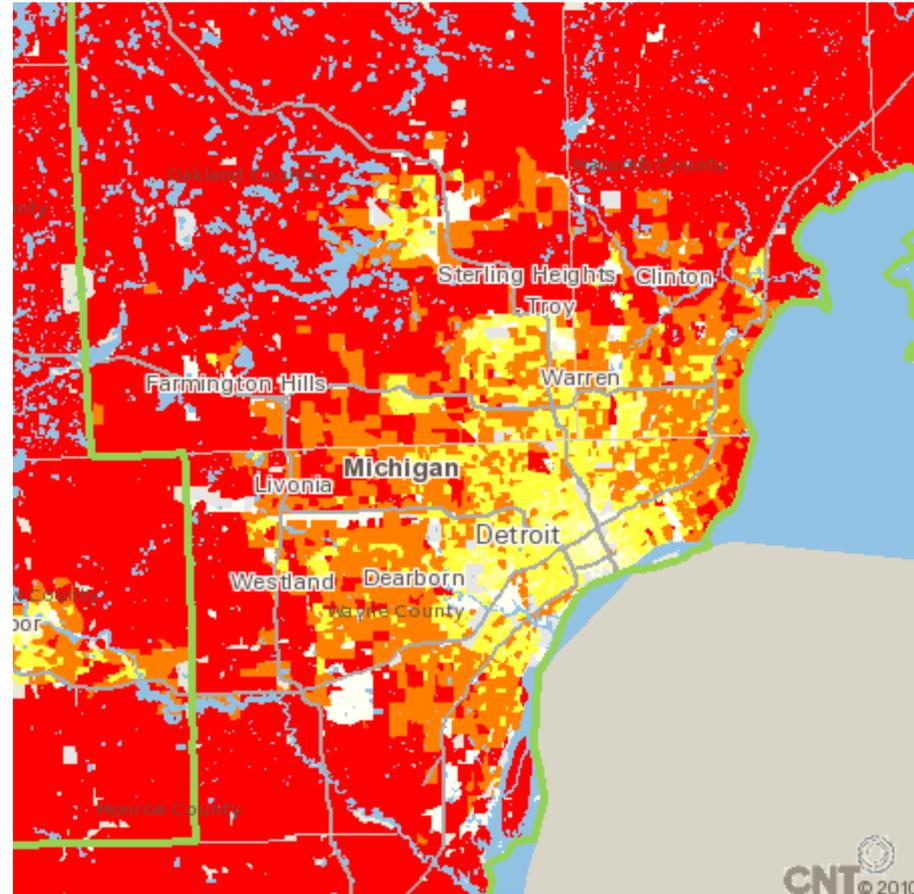
Gary, Indiana Broadway Street, 1959





Downtown Gary Today

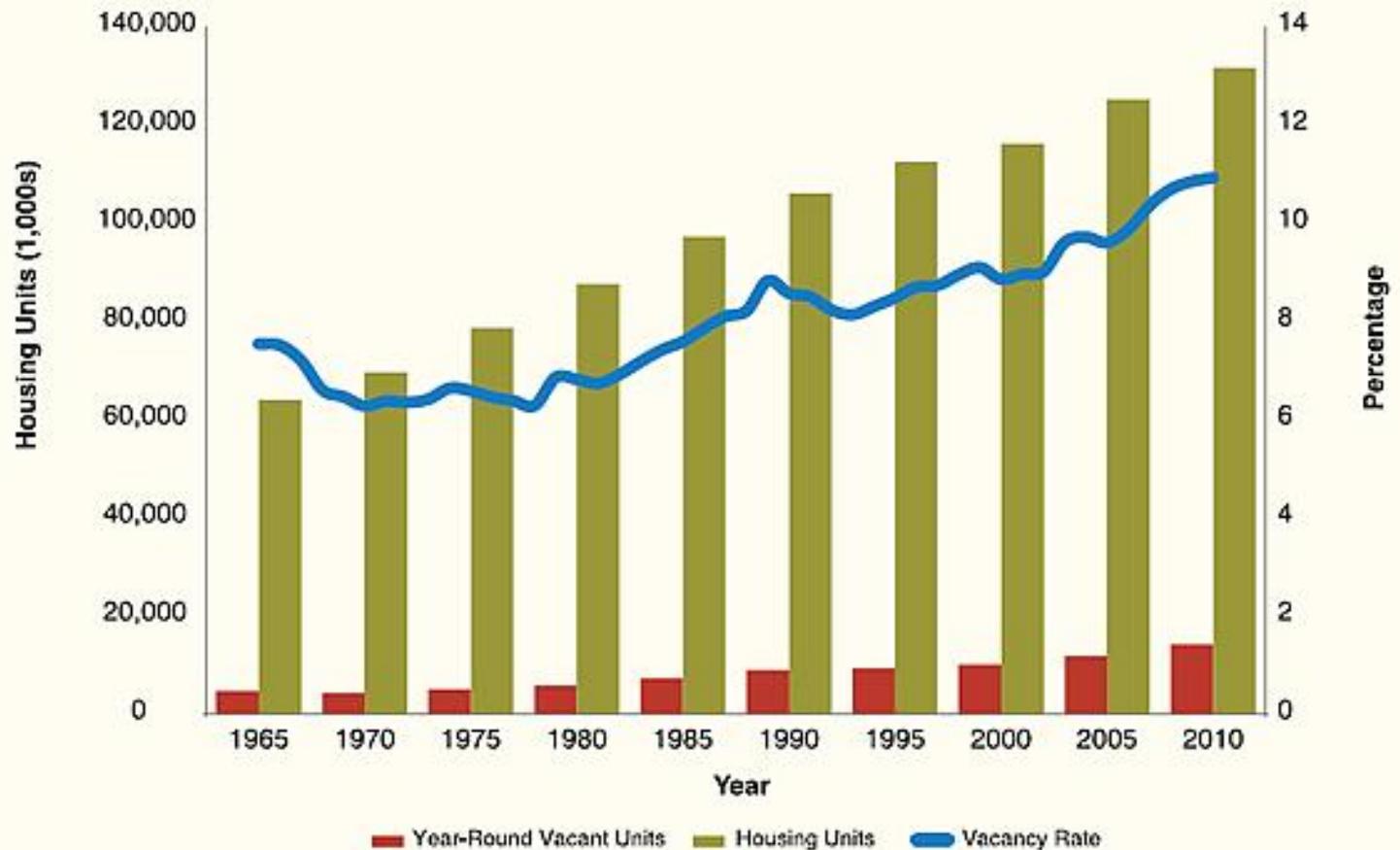
Whether the norm is sustainable or not—there are economic, social and environmental costs to current patterns.



On the map above from the Center for Neighborhood Technology, households in the areas in red emit, on average, 8.6 metric tons or more of carbon dioxide per year from transportation; households in the pale yellow areas in the center emit 3.3 metric tons or less.

Again, is the norm sustainable?

U.S. Housing Units and Year-Round Vacancy Rate, 1965–2010



Source: HUD, 2014

Recap--Barriers to implementing a Sustainable Communities Structure Include:

1. Existing community funding and assistance is not focused
2. Tyranny of opportunity; past development patterns
3. EPA core programs still focused by media

We can also add--Lack of community capacity and reduced governmental budgets

Strategy going forward:

- 1) Find logic of current program area coverage
- 2) Create pilots with results focus

Assumptions: Pilots will entail cultural shift. We need to be able to more strategically place resources, better leverage existing resources and investments and produce measurable results.

Ok—how do we do this?

The Overall Strategy involves:

- ▶ **Program nexus & EPA targeting**
 - Finding logic in current framework**
- ▶ Use criteria that have worked in the past
 - Viable on-the-ground partners
 - Genuine environmental need
 - Link with EPA's Core programs
 - Project will demonstrate or prove a point which can be used elsewhere
 - Project will lead to real environmental improvement
- ▶ Experience says: long-term support and planning lead to sustainable results

Luckily, the various Sustainability programs self categorize into 4 general topic areas:

1) Targeted Risk Reduction where EPA:

- ⦿ Works with communities prior to impending enforcement action, to reduce risk
- ⦿ Works with communities post-enforcement, to increase education and gain more beneficial outcomes



Examples:

- ▶ Manganese RARE Project
- ▶ Mining Awareness Project
- ▶ Near Rail Yard Air Quality Studies
- ▶ Southwest Detroit
- ▶ Superfund Removal Community Based Work

2) Grant Programs that provide direct funding to the community, or contractor support as technical assistance.

Grant programs are led by a community's specific goals and needs.

- ▶ CARE grants
- ▶ EJ Small Grants
- ▶ Brownfields Assessment, Cleanup and RLF grants, State and Tribal grants
- ▶ Alternative Energy on brownfield sites

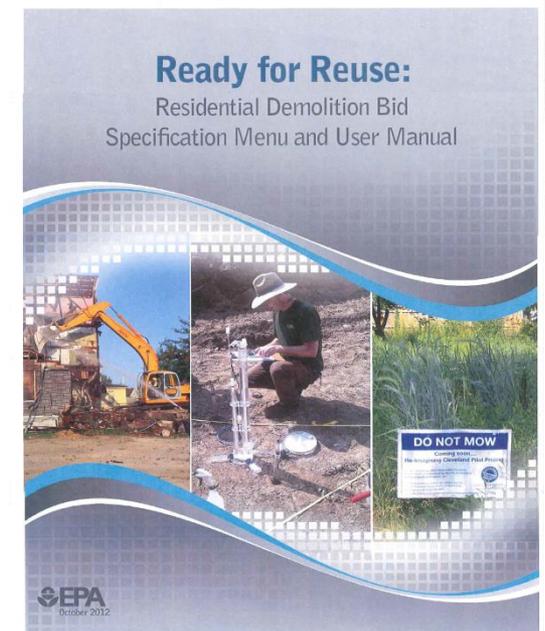


Oshkosh, WI riverfront cleanup before and after.



3) Programs and initiatives that emerge from EPA issue or policy guidance.

- ▶ Children's Health,
- ▶ Green Demolition,
- ▶ Urban Agriculture,
- ▶ Urban Waters
- ▶ Climate Showcase Communities,
- ▶ Energy Management Pilots,
- ▶ Land Revitalization,
- ▶ Subtitle D Technical Assistance,
- ▶ Superfund Redevelopment Initiative,
- ▶ Sustainable Skylines Initiative,
- ▶ Sustainable Water Infrastructure,

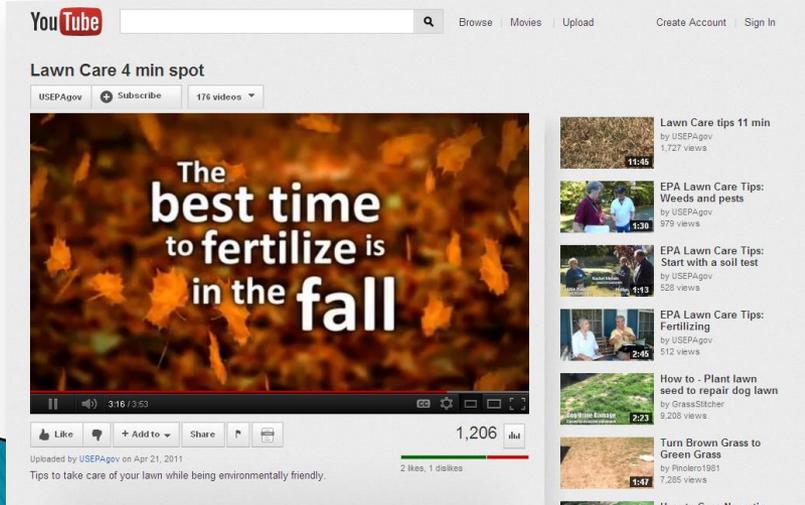


4) Programs and initiatives that focus on sharing information through training and outreach.

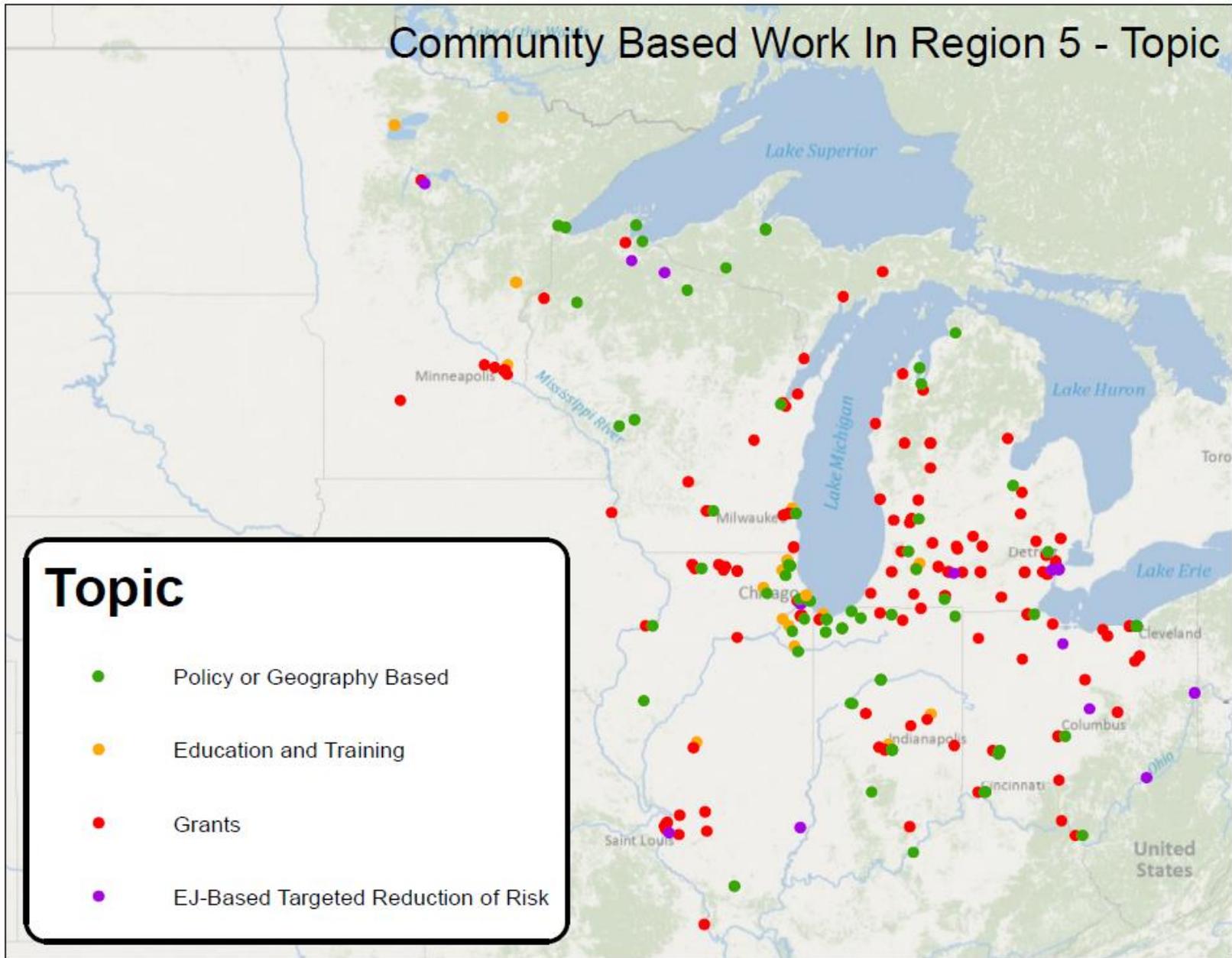
- Written materials
- In-person training
- Web content
- Capacity building

Examples:

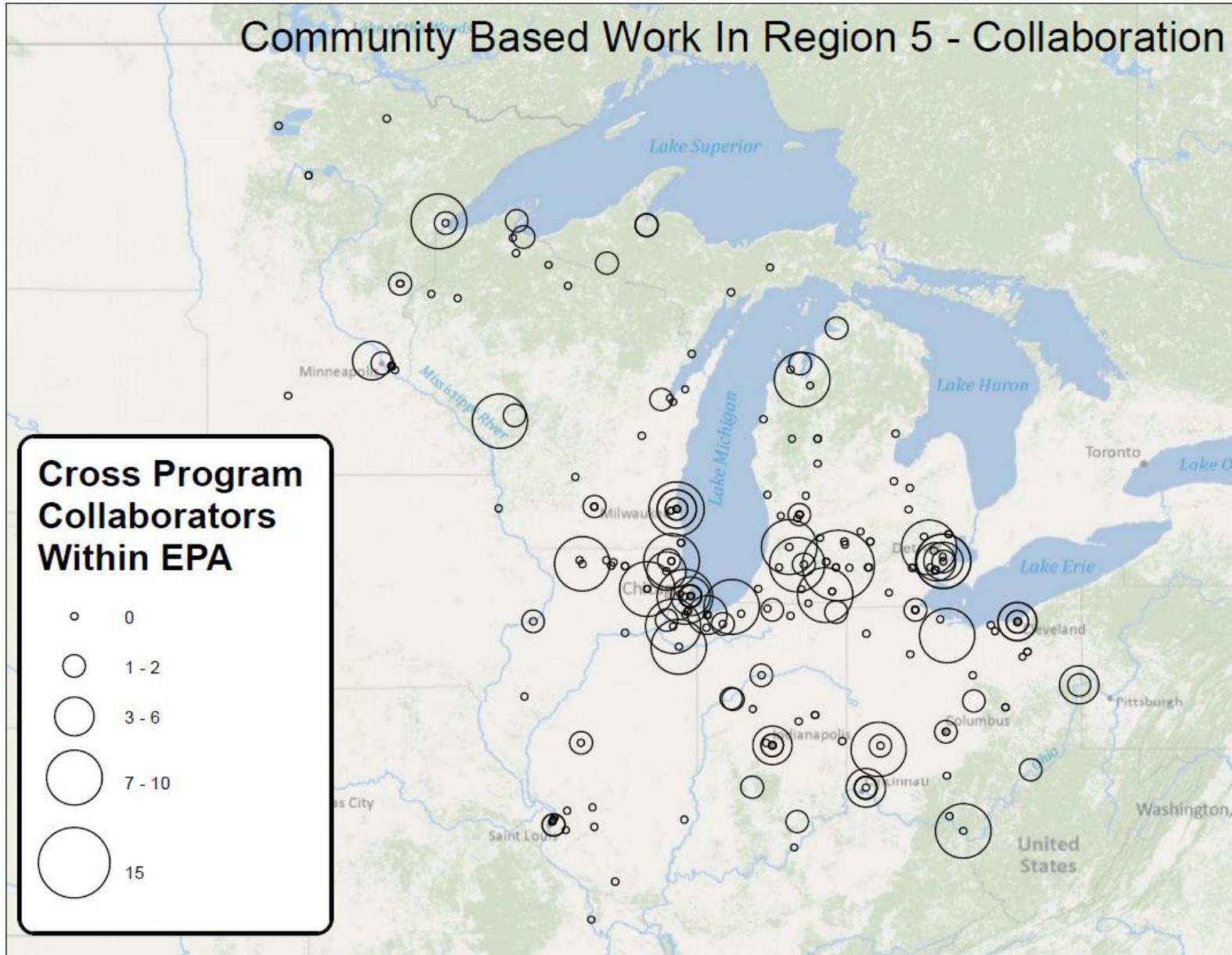
- Asthma Training
- Bed bug initiative
- Brownfields Job Training
- Lawn Care initiative
- Tribal Solid Waste outreach and education



Four Topic Areas of Work Mapped FY 12



“Collaboration” (Community plus Core program Work) FY12



Ok—how do we do this?

The Overall Strategy involves:

- ▶ Program nexus & EPA targeting
 - Finding logic in current framework
- ▶ **Use criteria that have worked in the past**
 - Viable on-the-ground partners
 - Genuine environmental need
 - Link with EPA's Core programs
 - Project will demonstrate or prove a point which can be used elsewhere
 - Project will lead to real environmental improvement
- ▶ Experience says: long-term support and planning lead to sustainable results

Partnership for Sustainable Communities Indianapolis Brownfields Pilot Project

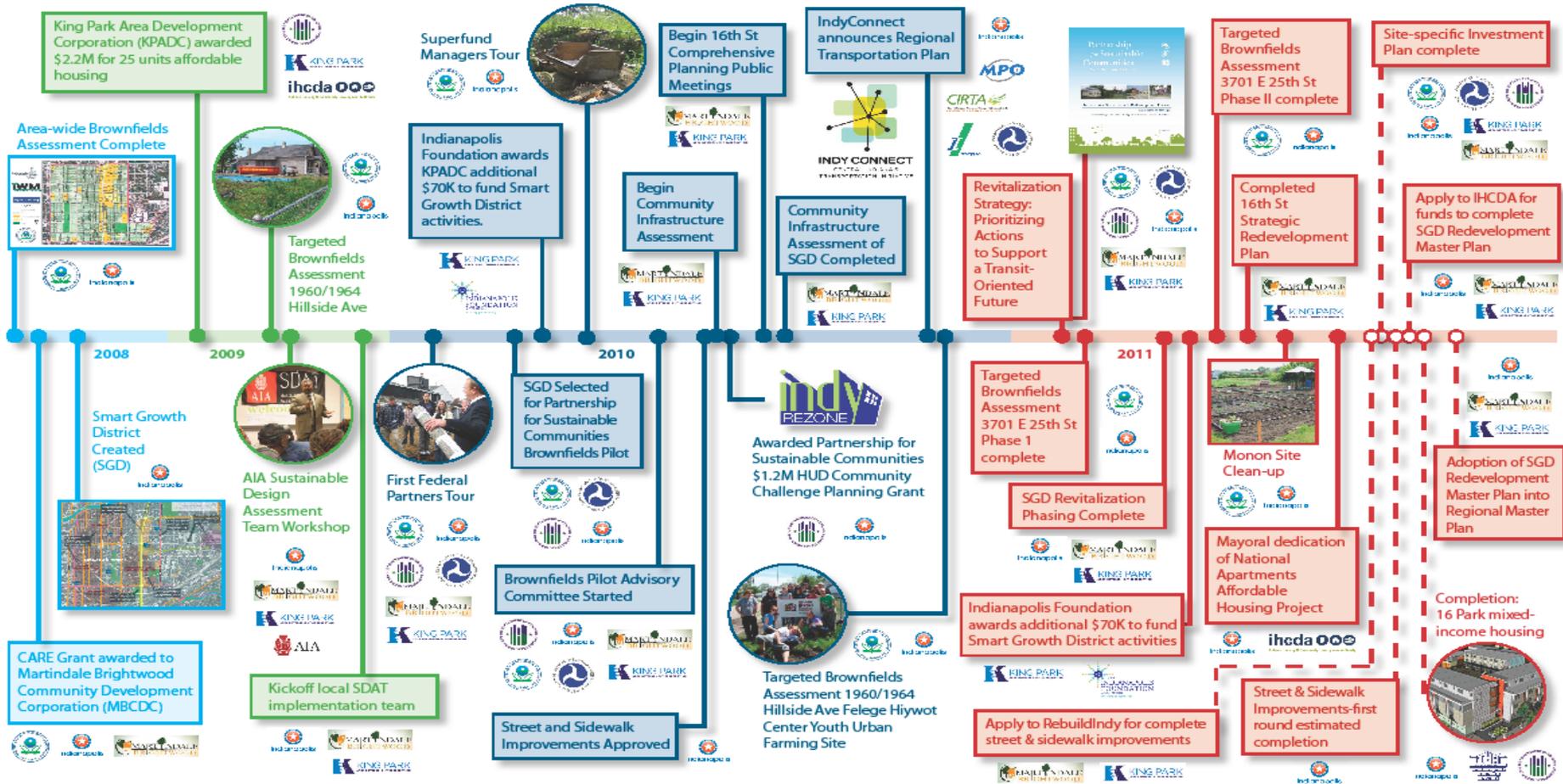
Region 5 used neighborhood livability goals and worked with project partners to create a strategic investment plan to guide the project's first three years. 29 different state, local, federal funders and foundations participated in the effort.



“While cities across the country are tightening their belts, slashing budgets and cutting spending, it’s refreshing to see government agencies at all levels coordinating resources to spur development. Since Indianapolis was selected as one of the cities for the Smart Growth project, already we are cleaning up former brownfields to make way for new housing opportunities and for sustainable projects that include urban gardens. The multi-agency cooperation allows Indianapolis to invest funds for a maximum impact on the quality of life in the redeveloping area. I am optimistic about the results for this area in the near future.”

– Indianapolis Mayor Greg Ballard

Partnership for Sustainable Communities Brownfields Pilot Project: Indianapolis Smart Growth District



Over \$4M leveraged in three years. Plus:
 Completion of 2 street and sidewalk projects,
 1 mixed-income housing project,
 1 area-wide Phase I of entire district,
 5 Phase II's and:
 1 Monon Railyard cleanup plus urban ag test beds

We chose 3 new cities for the pilot:

- 1) Gary, Indiana—
- 2) Chicago (Pilsen/Little Village), Illinois—
- 3) Detroit, Michigan—

Each plan developed has:

Action oriented tasking

Measurable goals and outcomes

Focuses resources to **community-identified** problems;

And is designed to be “sustainable.”

When we are gone the work should continue. This is what has not happened previously.

Name of Project: City/State: Detroit, MI

Project Goal: Region 5 is working with partners to find ways to align federal resources to support the City's environmental and economic revitalization through Green Infrastructure, Vacant Properties, and Brownfield Revitalization

Partners Enlisted:

Federal- Housing and Urban Development (HUD), Department of Transportation (DOT), and Department of Treasury
State, local, and community- Michigan Department of Environmental Quality, Wayne County, City of Detroit (Water and Sewer Dept), Detroit/Wayne County Port Authority, Michigan Land Bank, Lower Eastside Action Plan, Southeast Michigan Council of Governments (SEMCOG)

Description:

On September 27, 2013 the federal government announced that it will be a “key partner” in Detroit’s future teaming with local and state officials, as well as businesses and philanthropies, to put to use more than \$300 million in new and repurposed grants. In preparation for this event, HUD, DOT, and EPA representatives assembled various funding streams and examined potential resource alignment opportunities.

Planned activities include:

- **Redevelop Brownfields** – Accelerate Brownfields redevelopment projects through technical and financial assistance to Wayne County.
- **Perform greener demolitions** – Work with city staff and contractors to modernize demolition procedures to incorporate green practices.
- **Monitor Environmental Conditions** – Train city staff to do environmental monitoring and handle hazardous materials.
- **Reinvigorate Strong Cities, Strong Communities (SC2)** – Work with the new SC2 Detroit team lead to identify how improving environmental outcomes can be incorporated into economic development and revitalization work.
- **Assist with the Bloody Run Creek Greenway Redevelopment Project** – Provide off-site technical guidance on Bloody Run Creek Greenway Redevelopment project.
- **Share Rightsizing Example** – Provide forthcoming Smart Growth Implementation Assistance (SGIA) final report on rightsizing infrastructure in Saginaw, MI.
- **Green Infrastructure Construction and Urban Conservation Corps** – Identify sites for green infrastructure projects and related opportunities for job training.
- **Place-based land use** – Provide assistance to the City of Detroit in implementing a place-based land use investment strategy.
- **Green Infrastructure Projects to reduce combined sewer overflows (CSOs)** – Identify sites to target \$3M annual green

Detroit in Brief—Direct Targeting of Resources to Blight Elimination

- 1) Find/Follow money—blight elimination focus. \$50M Hardest Funds, Transportation \$ and CSO Green Infrastructure workout mandates. Community and jobs focus.
- 2) Plan involves—Brownfield Redevelopment, Green Demolition, Green Storm water construction; and Training and Outreach.
- 3) Work with agencies to find common areas/neighborhoods of overlap.
- 4) Target EPA resources to same areas. Work with locals to find connections to other resources.

To Date:

Have found 4 neighborhoods where HHF, Transport and GI infrastructure projects overlap.

Conducted demolition/deconstruction best practices workshop. Conducting market analysis.

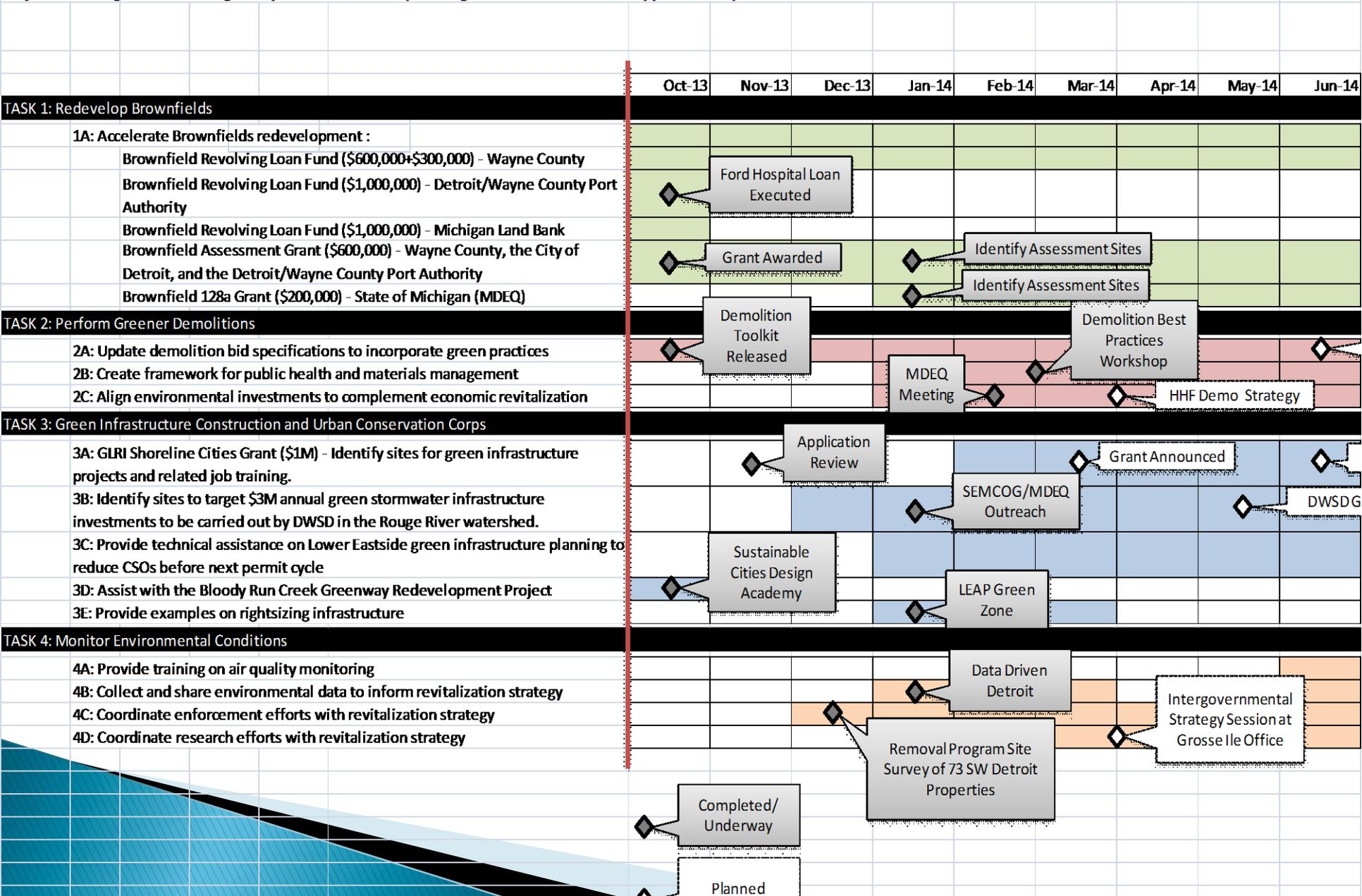
Connecting JT providers with GI construction and demolition contractors

US EPA Project Schedule - Detroit Strong Cities, Strong Communities

Detroit, MI (2013-2014)

Themes: Green Infrastructure, Vacant Properties, Brownfield Revitalization, and Environmental Justice

Project Goal: Region 5 is working with partners to find ways to align federal resources to support the City's environmental and economic revitalization.



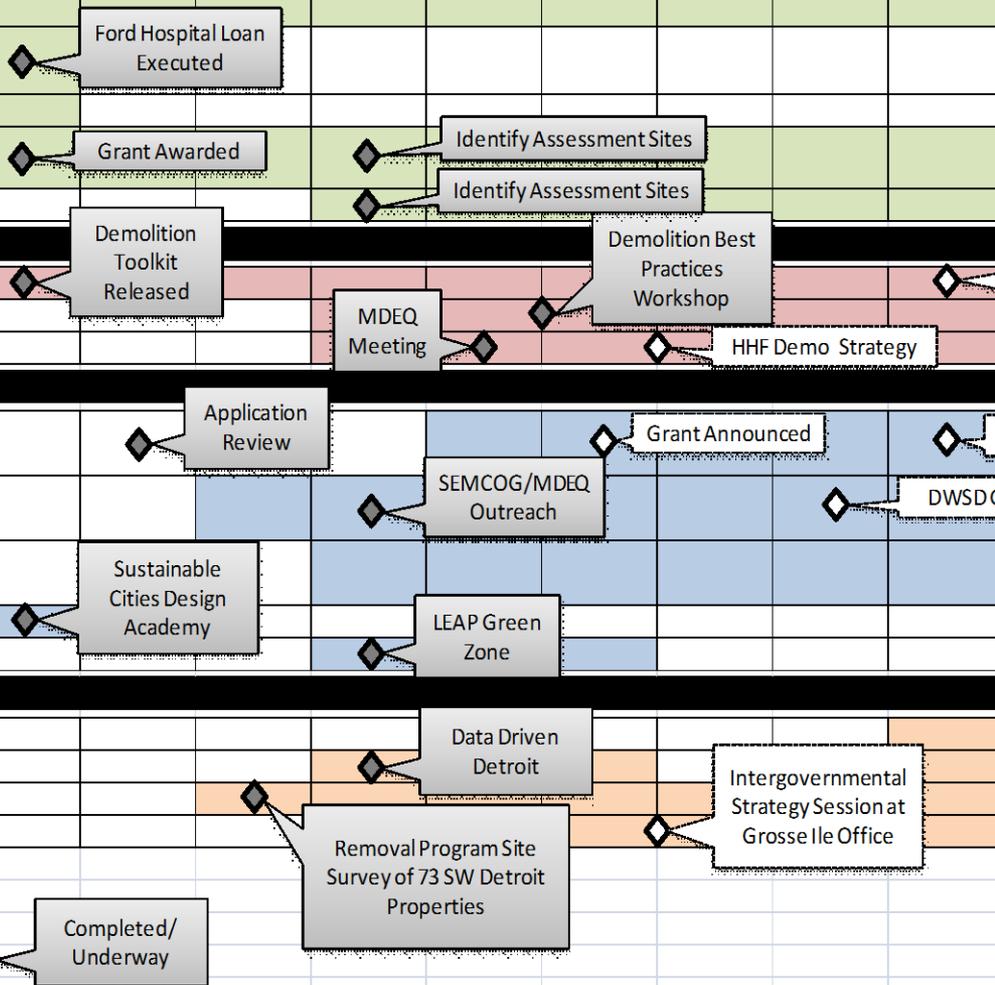
Oct-13 Nov-13 Dec-13 Jan-14 Feb-14 Mar-14 Apr-14 May-14 Jun-14

1A: Accelerate Brownfields redevelopment :
 Brownfield Revolving Loan Fund (\$600,000+\$300,000) - Wayne County
 Brownfield Revolving Loan Fund (\$1,000,000) - Detroit/Wayne County Port Authority
 Brownfield Revolving Loan Fund (\$1,000,000) - Michigan Land Bank
 Brownfield Assessment Grant (\$600,000) - Wayne County, the City of Detroit, and the Detroit/Wayne County Port Authority
 Brownfield 128a Grant (\$200,000) - State of Michigan (MDEQ)

2A: Update demolition bid specifications to incorporate green practices
2B: Create framework for public health and materials management
2C: Align environmental investments to complement economic revitalization

3A: GLRI Shoreline Cities Grant (\$1M) - Identify sites for green infrastructure projects and related job training.
3B: Identify sites to target \$3M annual green stormwater infrastructure investments to be carried out by DWSD in the Rouge River watershed.
3C: Provide technical assistance on Lower Eastside green infrastructure planning to reduce CSOs before next permit cycle
3D: Assist with the Bloody Run Creek Greenway Redevelopment Project
3E: Provide examples on rightsizing infrastructure

4A: Provide training on air quality monitoring
4B: Collect and share environmental data to inform revitalization strategy
4C: Coordinate enforcement efforts with revitalization strategy
4D: Coordinate research efforts with revitalization strategy



Completed/
Underway

Planned

Name of Project: Gary Northside Redevelopment Project (GNRP)

Project Goal: This project is designed to improve the environment and quality of life for Gary residents by:

- Initiating cleanup and redevelopment of four neighborhoods within Gary, Indiana.
- Building the City of Gary's capacity to design and implement projects and manage public and private funding, so that projects in the four designated neighborhoods will successfully carry forward once the pilot project is complete.

Partners Enlisted:

Federal partners: Housing and Urban Development, Department of Transportation, Department of Labor, Health and Human Services, National Parks Service, Federal emergency Management Agency, General Services Administration and Economic Development Agency.

State, local, and community partners: Indiana Department of Environmental Management, Indiana Housing and Community Development Agency, Indiana Department of Natural Resources, Indiana Office of Community and Rural Affairs, Regional Development Authority of Northwest Indiana (RDA), Indiana Department of Transportation, Legacy Foundation, Donnelly Foundation, and Knight Foundation.

Description:

The Gary Northside Redevelopment Project (GNRP) is an EPA and City of Gary led cross-agency partnership to revitalize a highly impacted district within Gary, Indiana, by improving the environment and quality of life for residents. The project was formed under the auspices of the HUD/DOT/EPA Partnership for Sustainable Communities. GNRP covers four contiguous neighborhoods on the City's north side (Horace Mann, Downtown-Emerson, Aetna, and Miller neighborhoods). The GNRP has engaged EPA, other federal agencies, state agencies, nonprofits and foundations to fund and implement projects within the area. The GNRP will also address significant challenges, including: lack of funding; devastated, but recovering local government capacity; a long and complicated environmental history; and severe crime and poverty. The focus is on completing short-term projects to support long-term growth and goals in the community.

GNRP's immediate goals include:

- Using environmental cleanup, job training, and workforce housing development to stimulate redevelopment of a dilapidated medical district in the Horace Mann neighborhood.
- Leveraging pending demolition of the Sheraton Hotel to launch planning, community capacity-building, and other pilot projects necessary to bring transit-oriented development to the Downtown-Emerson neighborhoods.
- Applying code enforcement, targeted demolition, and green infrastructure best practices to the Aetna neighborhood, making it a healthier place to live

Utilizing the Miller Commuter Rail stop and access to the National Lakeshore and as assets to spur cleanup and revitalization of the Miller and Aetna neighborhoods

Gary in Brief—Use Projects to Develop Local Capacity

- 1) City lacks critical capacity. Extensive 1 yr planning exercise. All of FY 2013. EPA/HUD staff spent 3 days per week in city meeting with Mayor, staff and key neighborhood groups.
- 2) EPA/HUD plan involves community scale redevelopment projects in 4 neighborhoods on Gary's north side and involves—Blight elimination, Capacity building, Public Health and Redevelopment action areas.
- 3) Overall Plan has been adopted by Mayor and approved by City Council. Regional Foundations and RPOs are providing staff and resources. We have 18 partnership organizations, currently.
- 4) Each project is lead by team of city department staff.
- 5) City staff have received project management training. We attend biweekly staff meetings.

Highly symbolic demolition of downtown Sheraton Hotel began several weeks ago.



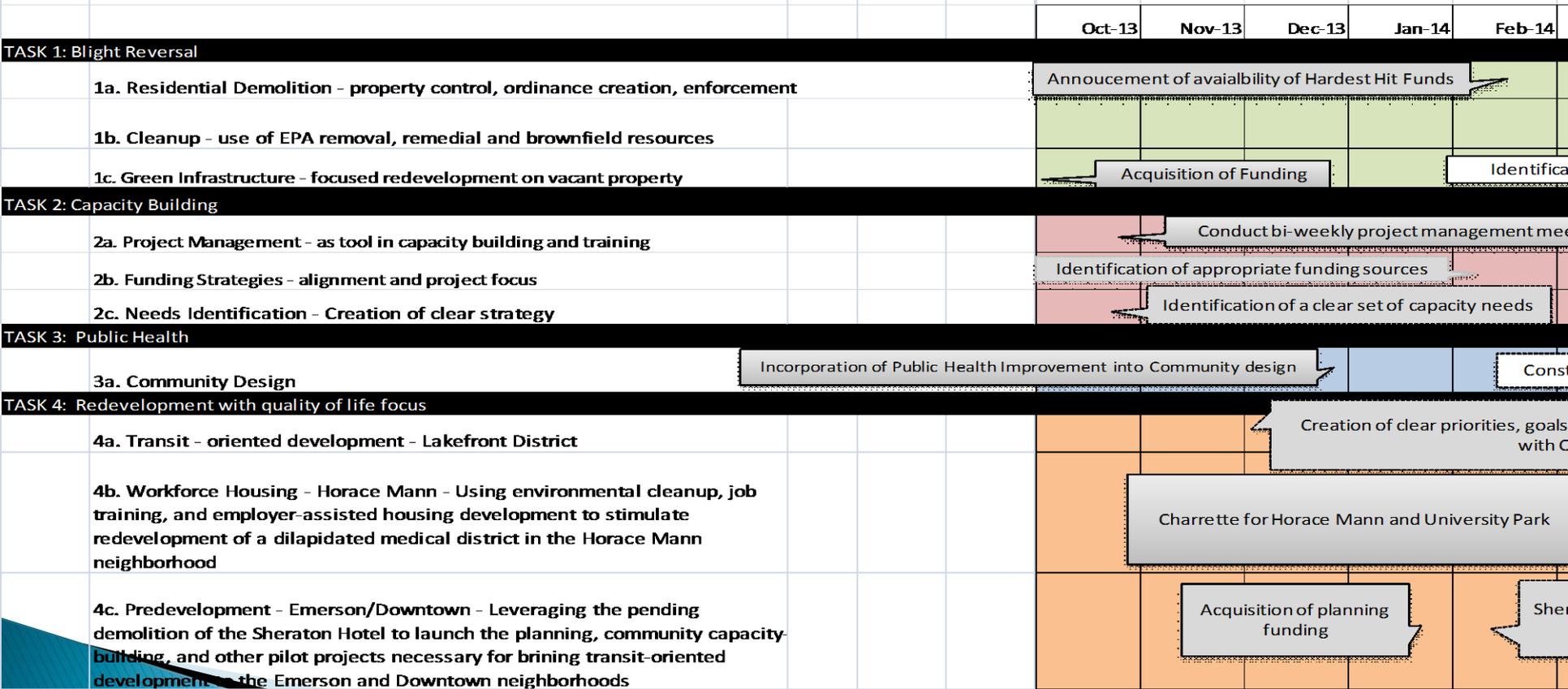
U.S. EPA Project Schedule - Gary, IN

Gary, IN (2013-2014)

Themes: Green Infrastructure, Vacant Properties, Brownfield Revitalization, and Environmental Justice

Project Goals: This project is designed to improve the environment and quality of life for Gary residents by: **1) Initiating cleanup and redevelopment of four neighborhoods within the City of Gary's capacity to design and implement projects and manage public and private funding, so that projects in four designated neighborhoods will successfully be implemented once this pilot project is complete; and 3) implementation of short term pilot projects.**

Project Description: The Gary Northside Redevelopment Project (GNRP) is an EPA, HUD and City of Gary led cross-agency partnership to revitalize a highly impacted district within the City of Gary by improving the environment and quality of life for residents. The project was formed under the auspices of the HUD-DOT-EPA Partnership for Sustainable Communities. The project is supported by EPA consultants, other state and federal agencies, nonprofits and foundations to fund and implement projects within the area, based on the Mayor's vision for the redevelopment of the area.



Name of Project: Chicago (Pilsen-Little Village) Environmental Justice Community Project

Project Goal: To work directly with neighborhood groups in a community disproportionately impacted by environmental problems to reduce exposure to harmful emissions and contamination

Partners Enlisted:

Federal Partner - Agency for Toxic Substances and Disease Registry (ATSDR)

State, local, and community partners - Illinois Environmental Protection Agency (IEPA), Illinois Department of Public Health, Pilsen Environmental Rights and Reform Organization (PERRO), Little Village Environmental Justice Organization (LVEJO), City of Chicago, Chicago City Council, and Midwest Generation, Incorporated

Description:

In August 2012 Region 5 was approached by a number of Environmental Justice (EJ) organizations following an announcement that Midwest Generation, Incorporated's two remaining coal-fired power plants, located in Pilsen and Little Village, would be closing. During initial discussions, these EJ groups, primarily PERRO and LVEJO, raised issues related to the power plants and also expressed deep concerns about the effects of Chicago's industrial past on their neighborhoods. Region 5 responded with a plan for direct and regular community engagement. A Regional team was assembled to meet regularly with stakeholders. EPA is now more engaged with local residents and all entities work together to discuss and address broader environmental concerns in the area.

Specific actions included and continue to include:

- Completion of a comprehensive Community Involvement Plan for all ongoing EPA work.
- Monthly meetings with Pilsen Environmental Rights and Reform Organization (PERRO) and the Little Village Environmental Justice Organization (LVEJO).
- Frequent community visits. These neighborhoods act as an entry point for new arrivals, largely Hispanic, to the United States. EPA has established a presence in the community with regular meetings and community outreach.
- Actively seeking community input during EPA work planning stages. EPA shares workplans and products with stakeholders.
- Systematically addressing legacy environmental issues stemming from abandoned factories, lead smelters, and vacant properties.
- Established a single point of entry web portal for all ongoing projects.



Chicago in Brief—Leverage Core Program Nexus

- 1) Community impact driven. Neighborhoods have active and closed smelters, dozens of abandoned factories, cement plant, asphalt plant, 2–recently closed coal power plants, with associated coal gasification plants under SF cleanup.
- 2) Plan involves—Brownfield Redevelopment, Renewable Energy, Ongoing Toxics Reduction, Ongoing community engagement.
- 3) Predominantly, Latino . Point of entry for immigrants. Little to no governmental trust stemming mostly from environmental conditions. Need bilingual staff: OSC, RPM, BFPM, CIC
- 4) Monthly meetings with main community orgs. Plus 50–60 independent outreach efforts by EPA staff last year
- 5) Extensive testing and sampling in neighborhoods. Plans were approved by neighborhood orgs who assisted in door to door access agreements.
- 6) Connections—city had been planning “Lick Run” type greenway for area. Project will now likely center along abandoned rail corridor which is focus of recent BF/SF activity

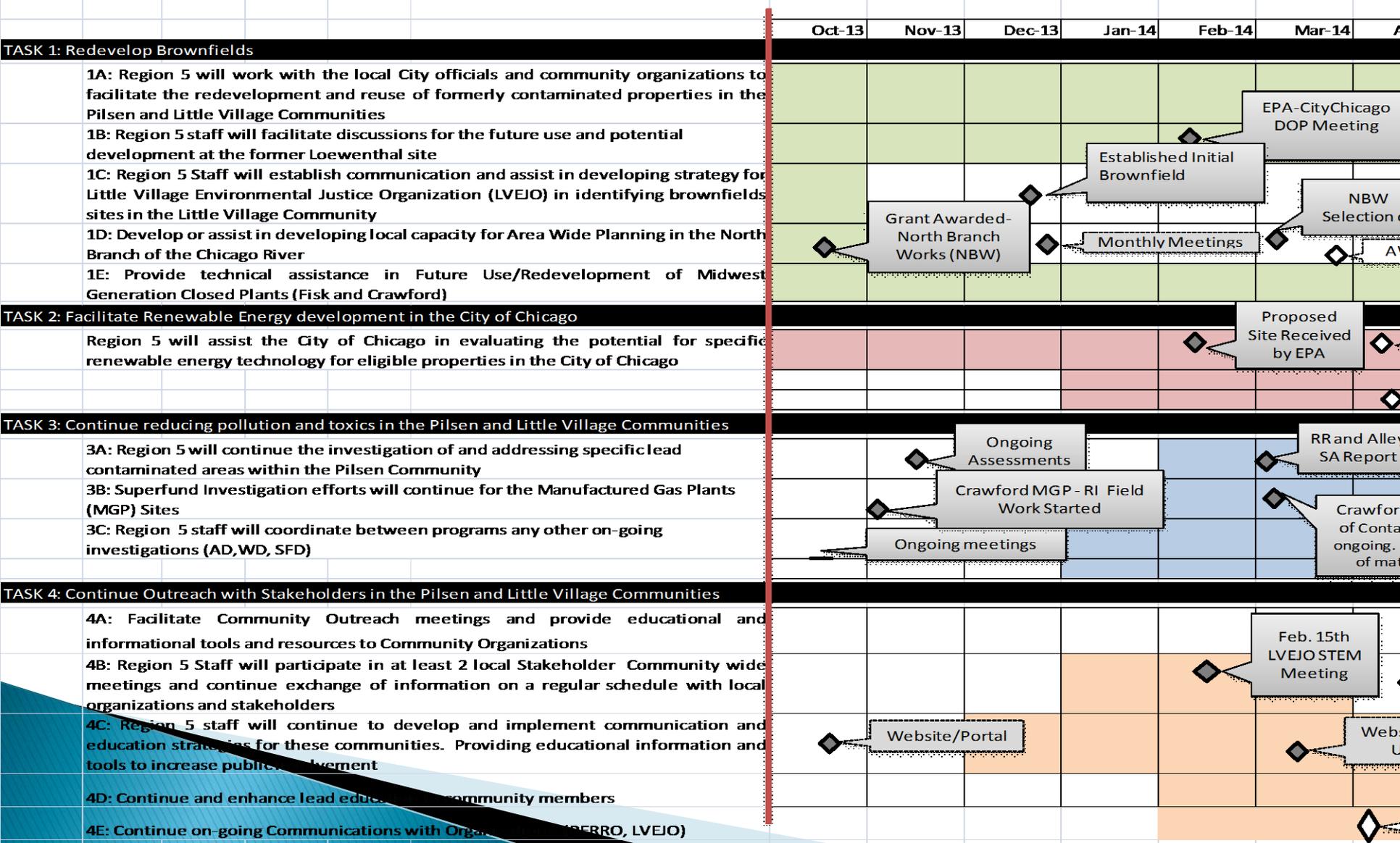
US EPA Project Schedule - Chicago

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US EPA Project Schedule - Detroit Strong Cities, Strong Communities

Detroit, MI (2013-2014)

Themes: Green Infrastructure, Vacant Properties, Brownfield Revitalization, and Environmental Justice

Project Goal: Region 5 is working with partners to find ways to align federal resources to support the City's environmental and economic goals.

Detroit--By end of 2014

4,000 HHF Demolitions

- Better lead dust and asbestos controls
- Stormwater management
- Materials Management

Stormwater Management

- 100,000 gallons CSO reduction on 50 vacant lots
- 2.8MG in Rouge River permit target area
- Job training program
- GI in 2017 Permit (MDEQ)

Air Quality Monitoring

- 30 Detroit residents trained in air monitoring
- Air quality monitoring of 4,000 demolitions

TASK 1: Redevelop Brownfields

1A: Accelerate Brownfields redevelopment :

- Brownfield Revolving Loan Fund (\$600,000+\$300,000) - Wayne County
- Brownfield Revolving Loan Fund (\$1,000,000) - Detroit/Wayne County Port Authority
- Brownfield Revolving Loan Fund (\$1,000,000) - Michigan Land Bank
- Brownfield Assessment Grant (\$600,000) - Wayne County, the City of Detroit, and the Detroit/Wayne County Port Authority
- Brownfield 128a Grant (\$200,000) - State of Michigan (MDEQ)

Oct-13

Nov-13

Dec-13

J

Ford Hospital Loan Executed

Grant Awarded

Demolition Toolkit Released

TASK 2: Perform Greener Demolitions

- 2A: Update demolition bid specifications to incorporate green practices
- 2B: Create framework for public health and materials management
- 2C: Align environmental investments to complement economic revitalization

TASK 3: Green Infrastructure Construction and Urban Conservation Corps

- 3A: GLRI Shoreline Cities Grant (\$1M) - Identify sites for green infrastructure projects and related job training.
- 3B: Identify sites to target \$3M annual green stormwater infrastructure investments to be carried out by DWSD in the Rouge River watershed.
- 3C: Provide technical assistance on Lower Eastside green infrastructure planning to reduce CSOs before next permit cycle
- 3D: Assist with the Bloody Run Creek Greenway Redevelopment Project
- 3E: Provide examples on rightsizing infrastructure

Application Review

Sustainable Cities Design Academy

TASK 4: Monitor Environmental Conditions

- 4A: Provide training on air quality monitoring
- 4B: Collect and share environmental data to inform revitalization strategy
- 4C: Coordinate enforcement efforts with revitalization strategy
- 4D: Coordinate research efforts with revitalization strategy

Rem
Sur

Chicago

By end of 2014

Brownfields

- Reasonable Steps Letter for City of Chicago - Loewenthal Property
- LVEJO will have a defined Approach for identifying/ Inventing Brownfields Properties in their Community
- NBW will be making positive progress in AW Planning Efforts

Renewable Energy

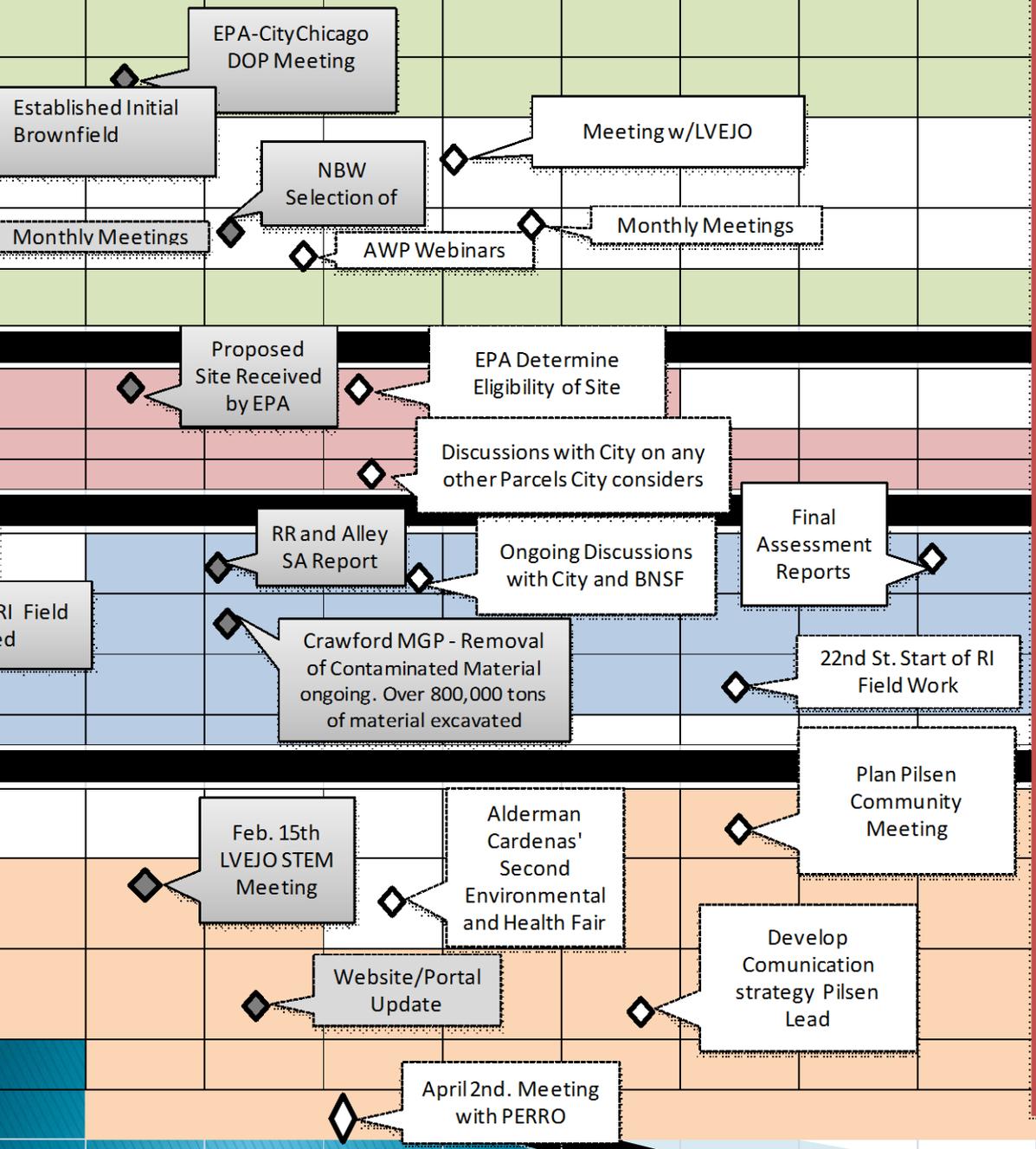
- Provide FS /TEchnical Assistance to City of Chicago

Continue Reducing Pollution and Toxics

- Maintain existing contacts and schedules

Community Outreach & Education

- EPA's participation in at least 5 Community Events
- Participation in 6-8 Community Stakeholder Meetings
- At least 4 Site-Specific Meetings (Pilsen Soils, MGP sites, Loewenthal)
- Other Issues and Projects that arise
- Community Develops Stronger Knowledge



14 Mar-14 Apr-14 May-14 Jun-14 Jul-14 Aug-14 Sep-14 Oct-14 Nov-14 Dec-14

Award of Hardest Hit Funds

Targeted Removal Assessments

Coordination of demolition with green infrastructure

Construction of Pilot Sites

* 50 homes demolished
 * 10 Green Infrastructure projects completed
 * 2 Removals (Superfund)

ification of Pilot Sites

meetings

Gradual transfer of management to City of Gary

Guiding Gary through funding process as appropriate

Filling Gaps in capacity through *State *Foundation *Federal

* Projects managed through bi-weekly meetings
 * Clear list of funding needs established
 * Gary successfully applies for Grants

onstruction - Trees, trails, rain gardens, walkable neighborhoods

goals and redevelopment process with City

Redevelopment of key parcel

Organization of team to implement programs and renovate homes

* Redevelopment of two key parcels
 * Financing structure created for workforce housing
 * Plan for Emerson/Downtown initiative

rk

Sheraton Hotel demolition begins

Redevelopment plan for Emerson/Downtown

Gary

By end of 2014

So far:

We have found a logical way to position resources.

Work have also found the work involves different skill mix and can be labor intensive.

We will likely expand efforts in Detroit and start a new initiative in Milwaukee

And if it all works and we survive, I'll come back next year to tell about. it

Thanks.



TOP 10 METRO AREAS FOR CITY POVERTY RATES IN 2012

Metropolitan Area	City Poverty Rate (%)
Youngstown–Warren–Boardman, OH–PA	38.9
Detroit–Warren–Livonia, MI	38.5
Syracuse, NY	38.2
Hartford–West Hartford–East Hartford, CT	38.0
Dayton, OH	37.3
Cleveland–Elyria–Mentor, OH	36.1
Cincinnati–Middletown, OH–KY–IN	34.1
Springfield, MA	33.3
Jackson, MS	32.5
Provo–Orem, UT	32.5

