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A Note About the Marketing Activities Under Federal Grants

Costs for marketing properties or services is an ineligible expense under federal government grants per 2 CFR § 200.467 (selling and marketing costs). As such, creating a brownfields investment package targeted to a primary audience of private investor(s) is not an eligible activity under EPA Brownfield grants.

CREATING A BROWNFIELDS INVESTMENT PACKAGE

To attract resources to a brownfield redevelopment, your community needs to understand and identify the specific project attributes that will attract or diminish interest from potential investors.

You will learn about specific project attributes as you work with your community to [prepare your plan for site reuse](#). Site planning and preparation activities will help you identify community reuse goals, project strengths and weaknesses, areas of risk or uncertainties, and financial feasibility. The results of those activities will help your community understand the range of realistic possibilities for safe site reuse and better involve stakeholders in site assessment and cleanup discussions.

WHAT IS A BROWNFIELDS INVESTMENT PACKAGE?

A brownfields investment package is a highly visual communications and marketing document that includes site-specific information and other relevant data. The document is developed with the primary goal of promoting the property as a viable investment opportunity to potential developers and other investors. It includes the property's distinctive assets, advantages and financial information as it relates to your community's specific goals and site reuse vision.

The brownfields investment package explains the overall market traction and potential for the redevelopment in a way that attracts local, regional, and national capital and other resources. It also helps communities maintain stakeholder support and momentum around a unified vision during the often-long process of redevelopment. It can be used to help guide decision-making that is driven by market realities and site potential.

Creating a brownfields investment package offers your community an opportunity to better understand the obstacles and constraints of a site reuse project. It can be used to:

- ▶ Identify options to overcome these obstacles or constraints,
- ▶ Establish priorities for local infrastructure investment and site redevelopment, and
- ▶ Plan and organize available assets and incentives to advance sustainable, equitable and inclusive growth.

A brownfields investment package is especially useful for weaker market areas where targeted community or municipal investments may be essential to ensuring project success.

HOW CAN OUR COMMUNITY CREATE A BROWNFIELDS INVESTMENT PACKAGE?

Your community can transform the information you gathered, analyzed and developed during site planning and preparation activities into a compelling story that positions the site for reinvestment.

Many communities establish a task force led by public, private, and civic institutions as their first step in designing their brownfields investment package. This approach helps ensure that a broad mix of city, anchor institutions, and community leaders can work together and with the community to create the package. The task force can assign responsibilities to individual team members and establish firm deadlines for project milestones.

After creating the package, task force members promote the community's vision for the project by marketing the investment package to developers and identifying appropriate incentives, such as zoning changes, low-cost or no-cost land, tax increment financing, and tax abatements that may be used to align developer or investor needs with the.

If establishing a task force is not feasible for your community, your community can assign a lead organization to create the package. The lead organization should be able to coordinate with key stakeholders and be tasked with keeping the community up to date on its progress.

Given that "capital follows capital," your brownfields investment package also can identify public, private, and civic initiatives that have been undertaken in the area.

These can include public transportation (e.g., roads, transit) and other infrastructure, investments, company expansions, capital asset improvements, innovation or other special district designation, and special high schools or workforce intermediaries.

Encouraging key stakeholders to voice their support throughout the process will signal strong local commitment to the project. When the package is complete, use as many channels as possible outside your local area to bring the highest visibility to the package.

WHAT INFORMATION SHOULD OUR BROWNFIELDS INVESTMENT PACKAGE INCLUDE?

Your community should describe key reinvestment opportunities that align with your site reuse priorities and vision. Local flavor and enthusiasm should be evident as well, to celebrate the unique character and assets of your community.

A. INCLUDE KEY ELEMENTS

You should include these four elements in your community's brownfields investment package:

Economic Context: Economically-speaking, your community exists within a broader area and regional economic ecosystem. Ensure that your package represents the brownfield redevelopment area at varying economic levels based on market potential. Detail the economic context for the brownfields redevelopment area by providing information on drive times, sectors, institutions, and companies that define its unique assets and demonstrate the strongest economic growth opportunities given general trends and dynamics. When applicable, explore recent trends in entrepreneurship, company formation and growth, and venture funding.

Governance Context: Your package also should act as an introduction to city governance by providing an overview of government structure and leadership. Indicate which state and local entities are the most important points of contact and include their contact information in the investment package.

Describe any local resources and incentives relevant to your redevelopment.

Local Information: After setting the larger context, present a granular assessment of your community's competitive position and prospects. Include specific information on growth dynamics, investment patterns, and catalytic projects in the immediate area.

Project-Specific Information: Describe the range of opportunities specific to the brownfields redevelopment area. Include the area's proximity to infrastructure, areas of economic growth, the availability of additional land and buildings for economic use, and the presence of anchor institutions like universities, hospitals, and major employers. Also include information such as whether your community has control of the site, how the redevelopment aligns with city goals, completed conceptual design(s), and any financial analysis conducted to delineate project costs and available resources.

B. FOCUS ON ESSENTIAL AREAS

Describe your project using local data and local opportunities. Provide specific local demographic information and statistics describing the local labor market and regional economic sectors (e.g., major employers, available retail and wholesale markets, service providers and educational institutions) to reveal a distinctive economy with several pathways for growth and investment.

Use the package to set the stage for different types of investors - public, private, and civic – allow potential investors to quickly familiarize themselves with your community and redevelopment opportunity. Include these key focus areas:

1. Purpose
2. Regional introduction and local governance
3. Market assessment
4. Area overview
5. Area assets
6. Specific property overview
7. Development potential

This document includes examples for each of the seven key focus areas. These examples are from communities who have developed an investment package or community prospectus. EPA did not develop, verify, nor endorse the information included in these examples.

1. Purpose

The initial section should be short, articulate, and visual. Your goals are to:

- ▶ Describe your community's assets to have maximum economic and social impact.
- ▶ Present a unified vision of inclusive growth to stakeholders and potential investors.
- ▶ Reach local, regional, and national investors.

See examples 3.1 and 3.2.

After reviewing this section of your brownfields investment package, a community member or potential investor should clearly understand the purpose of the investment package and its elements.

Example 3.1: *St. Louis, MO, Investment Package*

Purpose of This Prospectus

Tell the story of key local and regional trends that make St. Louis an attractive location for investment.

Assess the business ecosystem and general economic climate.

Profile the City's ten Opportunity Zone clusters, including community anchors and assets, demographic characteristics, business potential, and potential projects and businesses.

Summarize key economic development initiatives that can be leveraged through strategic Opportunity Zone investment.

"The broad objective of this incentive—expanding economic opportunities for people and places left behind—cannot be achieved by the market and outside investors alone. Cities ... will need to act decisively if Opportunity Zones are to engender inclusive, sustainable growth that is truly transformative for each city's economy, rather than just a large volume of disconnected, individual transactions."

Bruce Katz and Evan Weiss
Transactions to Transformation: How Cities can Maximize Opportunity Zones

Example 3.2: *Erie, PA, Investment Package*

THE URBAN INVESTMENT PROSPECTUS: PURPOSE

1. Help Erie Market its Opportunity Zones to local, regional, and national investors
2. Help Erie organize its assets to have maximum economic and social impact
3. Help Erie organize stakeholders around a unified vision of inclusive growth

2. Regional Introduction and Local Governance

Use this section to orient investors to your community's contextual features, including socioeconomic data points, local trends, and economic incentives or tools that may be available to support redevelopment. Include key contacts at the city or non-governmental organizations involved with economic development activities. See Examples 3.3 - 3.4 for additional insight.

Include the socio-economic highlights and favorable incentives available in your community.

Example 3.3: *Lansing, MI, Investment Package*

LANSING-EAST LANSING METRO AREA
Ingham County | Clinton County | Shiawassee County | Eaton County

Population 546,102	Number of Employees 262,740	Median Income \$52,875
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Between 2010 and 2016, the population of Lansing-East Lansing, MI Metro Area grew from 514,680 to 546,102, a 2.1% increase.

Specialized in Public Admin.; Educational Services; and Manufacturing, which employ respectively 1,66, 1,31, and 1,19 times more people than what would be expected in a location of this size.

In 2016 the highest paid race/ethnicity of Michigan workers was Asian. These workers were paid 1.3 times more than other Native American workers, who made the second highest salary of any race/ethnicity.

Source: United States Census Bureau & US Data

Example 3.4: *Waterloo, IA, Investment Package*

OPPORTUNITY ZONE CONTACTS

MAYOR QUENTIN M. HART
(319) 291-4301
mayor@waterloo-ia.org

DEPARTMENT OF COMMUNITY PLANNING AND DEVELOPMENT

NOEL ANDERSON, DIRECTOR
noel.anderson@waterloo-ia.org

ADRIENNE MILLER, ECONOMIC DEVELOPMENT SPECIALIST
adrienne.miller@waterloo-ia.org

TIM ANDERSON, PLANNER II
tim.anderson@waterloo-ia.org

(319) 291-4366
715 Mulberry Street
Waterloo, Iowa 50703

WATERLOO ECONOMIC DEVELOPMENT WEBSITE:
www.waterlooida.org

DIRECT LINK TO WATERLOO PROSPECTUS:
www.cityofwaterlooia.com/OZprospectus

WATERLOO:
"the place to live, work, play, and raise a family."

Provide enough overview information on the Metropolitan Statistical Area (MSA) general population and socioeconomic data to give a potential developer or investor a general sense of the region's growth and development potential over time.

- ▶ Data are publicly available from the [U.S. Census Bureau](#), or you can use subscription tools (PolicyMap and ESRI's Business Analyst are two subscription tool examples).
- ▶ Area statistics are often included in [U.S. Census Bureau's TIGER/Line files](#) for specific geographies (for cities, counties, and census tracts). You also can use geospatial applications to calculate area statistics (subscription-based ArcMap from ESRI and open-source Quantum GIS are two examples).

Introduce how your community is promoting and guiding local investments. Include any economic incentives and designations and provide points of contact.

3. Market Assessment

Introduce the market assessment findings from previous site planning and preparation activities. At a minimum, give a general overview of market trends, labor force, and a detailed summary of the assumptions you used for each market sector.

Include the market conditions and possibilities for maximum return on the brownfields redevelopment.

Provide enough information to demonstrate the market realities of the redevelopment area and alleviate any key uncertainties. See Example 3.5 for additional insight on what to include in a market assessment.

Example 3.5: *Ontario, OH, Investment Package*

Market Assessment: Industrial

Manufacturing

- Overview: Good market for lower scale manufacturing
- Optimal Size: 50,000 sf
- Average Rents (NNN): \$4-\$5/sf
 - Up to \$9 for technical/high-tech manufacturing
- Average Cost to Build: \$38-\$42 per square foot

4. Area Overview

Use quantitative information to illustrate your community's strengths and assets and the economic assets and contributions of the surrounding region. The information is generally comprised of publicly available socioeconomic data from the U.S. Census Bureau. However, you may choose to use proprietary data sets or statistics generated from more localized reports, especially if you wish to focus on a particular aspect or feature of your community's economy.

Include these four major elements:

a. Economic Indicators

Key economic indicators should focus on positive trends occurring in your community and show change over time. Select indicators for your community that convey the economic strengths or opportunities available, such as population, property values, and household income. Examples 3.6-3.7 show different ways economic indicators are presented in investment packages.

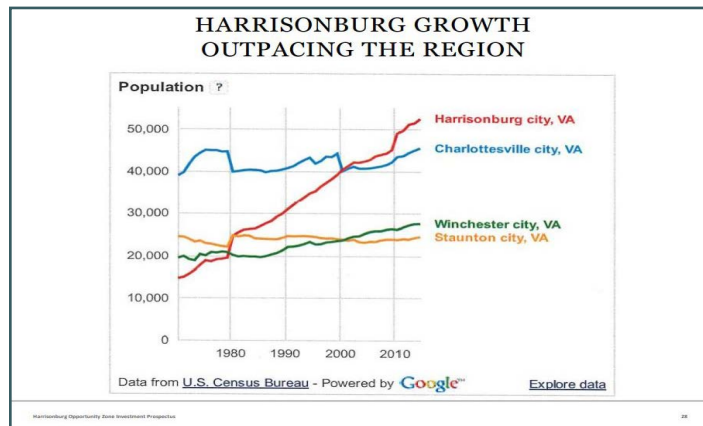
Where to find this information: These data sources and tools from the U.S. Bureau of Labor Statistics (BLS) may be useful for highlighting and discerning statistical trends about your city:

- ▶ [Job growth](#)
- ▶ [Average monthly earnings](#)
- ▶ [Payroll](#)
- ▶ [Employees under age 29](#)
- ▶ [Unemployment](#)

These BLS sources provide data at the MSA and county levels, which often span multiple municipalities. Consequently, you may wish to include data from only your community or with neighboring municipalities.

You may need data from your county or municipal economic development agency, the U.S. Census Bureau, or the Bureau of Labor Statistics if you wish to include economic indicators at an individual neighborhood or census tract level.

Example 3.6: [Harrisonburg, VA, Investment Package](#)



b. Employment Industry Profiles

Build from the economic indicators and drill down into employment data to show job growth within leading economic sectors. See Example 3.8.

Where to find this information: You can use the U.S. Census Bureau's On The Map app, Bureau of Labor Statistics, or subscription services (i.e., EMSI, Burning Glass Technologies, and Moody's Analytics are a few examples).

Include your community's competitive advantages, growing industry sectors, and specific assets that can be built upon.

Example 3.7: [Advantage Valley Region, WV, Investment Package](#)

Key Stats - Advantage Valley Regional Level

REGIONAL POPULATION 624,000	EDUCATION: 83% WITH HIGH SCHOOL DIPLOMAS 27% WITH ASSOCIATES, BACHELORS OR HIGHER
MEDIAN PROPERTY VALUE \$100,400	MEDIAN HOUSEHOLD INCOME: \$38,086
BUSINESS SECTORS – 12,712 <small>Top Three: Health Care (661 businesses, 29,917 jobs) Energy (870 businesses, 17,962 jobs) Business & Financial Services (1,716 businesses, 13,383 jobs)</small>	EMPLOYMENT WAGES – \$8.793 Billion <small>Health Care: \$1.336 billion Energy: \$1.277 billion Business & Financial Services: \$840 million</small>

Example 3.8: [City of Atlanta, GA, Investment Package](#)

CITY OF ATLANTA'S EMPLOYMENT PROFILE

Impressive growth in the Finance, Insurance and Information Sectors along with Transportation and Warehousing industries.

City of Atlanta's Top Ten Industries:

Description	2013 Jobs	2018 Jobs	2023 Jobs	2013-2018 # Growth	2013-2018 % Growth	2018 - 2023 # Growth, projected	2018 - 2023 % Growth, projected
Government	97,055	96,325	97,192	(730)	-0.8%	867	0.9%
Professional, Scientific, and Technical Services	81,607	95,040	104,261	13,433	16.5%	9,222	9.7%
Health Care and Social Assistance	78,035	91,631	104,627	13,597	17.4%	12,996	14.2%
Administrative and Support and Waste Management and Remediation Services	69,537	81,709	88,406	12,173	17.5%	6,697	8.2%
Accommodation and Food Services	68,958	78,362	83,449	9,404	13.6%	5,087	6.5%
Retail Trade	53,072	57,987	59,089	4,915	9.3%	1,102	1.9%
Finance and Insurance	48,325	57,680	63,075	9,355	19.4%	5,395	9.4%
Information	42,380	51,329	58,421	8,949	21.1%	7,093	13.8%
Transportation and Warehousing	32,585	41,686	44,732	9,100	27.9%	3,047	7.3%
Educational Services	30,800	32,222	34,831	1,421	4.6%	2,610	8.1%

c. Major Employer Statistics

Include a list of the top non-governmental employers in your community and the number of people they employ. These anchor institutions may play multiple roles in the success of your redevelopment project, depending on their location and sector. This information will help investors understand your community's competitive strengths and cluster economies. Examples 3.9 and 3.10 show different ways employer information is presented in investment packages.

Where to find this information: Check with your state or local chamber of commerce or economic development agency; they may have compiled this information or could help you obtain it from other sources.

d. Accolades, Awards, and Rankings

Highlight areas where the community has been positively recognized, including rankings or awards that can help demonstrate competitive advantages (Example 3.11). Keep an updated list of these awards. These analyses are frequently conducted by third-party organizations, so it is valuable and inexpensive for your community to reference these accolades.

Where to find this information: Track press or media coverage continually for "best of" and "top-ten"-type lists, and inexpensive for your community to reference these accolades.

Example 3.9: [Metro Atlanta, GA, Investment Package](#)

LARGEST EMPLOYERS

 DELTA 34,500 Corporate HQ/Airport (FORTUNE #75)	 EMORY UNIVERSITY 32,091 Educational Institution/Healthcare	 Piedmont HEALTHCARE 16,510 Corporate HQ (FORTUNE #23)	 NORTHSIDE HOSPITAL 16,000+ Healthcare
 Piedmont HEALTHCARE 15,900 Healthcare	 Publix 15,591 Division HQ/Retail	 WELLSTAR 15,353 Healthcare	 Kroger 15,000+ Division HQ/Retail
 AT&T 15,000 Division HQ/Regional HQ	 ups 14,594 Corporate HQ (FORTUNE #44)	 Marriott INTERNATIONAL 12,000+ Hotels	 Children's of Alabama 9,000 Healthcare
 COX ENTERPRISES 8,894 Corporate HQ	 CDC 8,403 Agency HQ	 Coca-Cola 8,000 Corporate HQ (FORTUNE #87)	

Example 3.10: [Birmingham, AL, Investment Package](#)

Healthcare and Biotechnology

- 21 hospitals that collectively care for over 1 million patients per day.
- Highest per-capita concentration of healthcare jobs nationwide.
- 1,550 active clinical trials and over 60 bioscience startups.
- Top 25 City for NIH Funding in the nation, 4th among peer cities (thanks to UAB and Southern Research).

Largest Healthcare Employers: <ul style="list-style-type: none"> • UAB (25,000)* • St. Vincent's Health System (5,100) • Children's of Alabama (5,000) • Brookwood Baptist Health (4,459) • Grandview Medical Center (2,172) 	Largest Biotechnology Employers: <ul style="list-style-type: none"> • UAB (25,000)* • Laboratory Corporation of America (450) • Southern Research (383) • STERIS Corporation (300) • Oxford Pharmaceuticals (200) • Evonik Industries (200)
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Example 3.11: [Pulaski County, AR, Investment Package](#)

Business Environment

- **Top 12 Best Places to Live – Outside Magazine**
- **Top 100 Places to Live – Livability**
- **Ten Cities to Watch in 2020 – Worth Magazine**
- **#2 Best Places to Retire – Livability.com**
- **#8 "America's Top 10 Small Cities for Prosperity" – Resonance Consultancy**
- **7th Best Place for Jobs in the Nation – Forbes.com**
- **6th Best Real Estate Market in America – The Wall Street Journal**
- **2nd Best Bang for the Buck Real Estate Market – Forbes**
- **One of "Best Places to Live in the South" – Southern Travel & Lifestyles**

5. Area Assets

Include specific information on area assets that demonstrate market momentum or potential, such as:

- ▶ Sub-geographies (e.g., downtowns) – highlight the specific strengths of these areas. Check your local government, business improvement districts, or business chambers for data on downtown dynamics.
- ▶ Leading sectors or amenities – highlight a sector or company that could be a catalyst for growth and investment. Check with your city/county department of revenue or state labor statistics.
- ▶ Location of anchor institutions – illustrate the spatial overlap of anchor institutions with your redevelopment and suggest synergistic opportunities.
- ▶ Entrepreneurial activity – highlight information on areas of market momentum; this helps unveil the health and vitality of the city's innovation ecosystem.
- ▶ Workforce – describe how your community builds human capital and economic opportunity

Which assets make your city special? It is important to differentiate your community from others. Do not shy away from background strengths in infrastructure, utilities, and logistics. Examples 3.12-3.13 demonstrate how communities can distinguish themselves.

6. Specific Property Overview

Highlight your site's redevelopment location, opportunities, and site-specific assets, and provide information to alleviate uncertainties and suspected risks.

Describe the specific characteristics of the redevelopment area. Provide a general overview of the site assets and census tract data, and include these four elements:

a. Site Orientation

Describe the brownfields redevelopment area size and orientation in relation to the larger community, region, and state. Include a summary of the total population and key socio-economic indicators (such as incomes, employment, poverty, and educational attainment) as data to support the redevelopment goals (Example 3.14).

b. Area Map

Include a map of the brownfield site and redevelopment area that shows the land area, developable acreage, zoning information, and site ownership. Also include the location of any nearby key assets, opportunities, or historic or catalytic investments, as shown in Examples 3.15-3.16.

c. Access

Location and access are important to demonstrate key market opportunities for your redevelopment. Map the access points as they relate to a broader geographic area—such as multiple states—to help

Example 3.12: Albany, NY, Investment Package

Regional Investment

- **Mohawk Harbor:** \$330 million investment in Schenectady
- **Regeneron Pharmaceuticals:** \$870 million investment in East Greenbush
- **Park South:** \$110 million investment around Albany Medical Center
- **Applied Materials:** \$880 million investment at SUNY Polytechnic Institute
- **GLOBALFOUNDRIES:** \$12 billion investment in Fab 8 in Malta
- **NYS DOH Wadsworth Laboratories:** \$750 million investment in Albany
- **Albany International Airport:** \$92 million investment at airport and Northway Exit 4

Example 3.13: Wichita, KS, Investment Package

Key Advantages

- AIR CAPITAL OF THE WORLD**
Boosting a workforce instilled with a pure, raw talent for building complex objects, aircraft and aircraft components have been built with Wichita expertise and craftsmanship for over 100 years. Home to the world's great aviation brands – Textron Aviation with Beechcraft and Cessna, Spirit AeroSystems, Bombardier and Airbus – working with more than 450 world class suppliers. During 2018, Wichita companies delivered 35% of all general aviation airplanes built in the United States, and accounted for 25% of global general aviation airplane deliveries.
- PRIME GLOBAL LOCATION**
Located in the heart of the I-35 corridor and at the confluence of major railroad systems, the greater Wichita region is perfectly positioned to grow global ideas and businesses. The newly built \$200M Dwight D. Eisenhower National Airport – ranked the #4 best small hub airport in the U.S. – is home to seven airlines featuring 13 nonstop destinations and over 250 domestic and 100 international one-stop cities.
- WORLD-CLASS INDUSTRY AND TALENT**
Wichita is home to Koch Industries and Cargill Protein Group, two of the world's largest privately held companies. In addition, Wichita ranks #1 in the United States in manufacturing jobs per capita as well as #3 per capita in number of engineers. Paired with one-of-a-kind global research facilities like the National Institute for Aviation Research (NIAR) and Wichita State University's Innovation Campus, there is direct access to an ascending pipeline of talent.
- UNPREDICTABLY AMAZING**
Home to the 7th largest zoo in the nation, over 100 miles of bike paths and a burgeoning riverfront with a Triple A baseball stadium under construction – this Top 10 City for New College Graduates is full of diverse experiences. In Wichita, discover Instagram worthy sunsets, a cultural arts scene that rivals many major metro areas with nationally known artists and culinary experts, short commute times and a low cost of living – just to name a few of the region's best kept secrets.
- THRIVING URBAN CORE**
Downtown Wichita is a thriving hub of social, professional and cultural experiences. With over \$1 billion of investment in the last decade, Downtown Wichita offers the space, resources and support to turn the possibilities of today into the thriving landmarks of tomorrow. Since 2010, significant investment has spurred over 1,200 residential units and added over 250 hotel rooms, a \$70M new headquarters for Cargill Protein Group, countless commercial projects and civic investments such as the \$200M INTRUST Bank Arena and \$33M Advanced Learning Library and the soon to be constructed Minor League Ballpark.

Example 3.14: Louisville, KY, Investment Package

OPPORTUNITY ZONE SOCIO-ECONOMIC OVERVIEW

Opportunity Zones include areas with high socio-economic need

	BLACK	HISPANIC	FOREIGN BORN	POVERTY	MEDIAN HOUSEHOLD INCOME	% ED BA+	% SOME COLLEGE	% NO HS DEGREE	% UNDER 18	% OVER 65	UNEMPLOYMENT (MARCH 2018)
Metro	14%	4%	5%	14%	\$52,437	28%	31%	11%	23%	14%	3.4%
City	21%	5%	7%	17%	\$50,099	32%	30%	11%	23%	15%	3.6%
O-Zones	54%	2%	7%	43%	\$21,713	15%	32%	21%	22%	15%	N/A
State (KY)	8%	3%	4%	19%	\$44,811	23%	29%	15%	23%	15%	3.9%
US	13%	17%	13%	15%	\$55,322	30%	29%	15%	23%	15%	4.1%

OPPORTUNITY ZONE GROUPS

Louisville has eight different Opportunity Zone groups, each with distinct personalities and competitive advantages.

Example 3.15: South Bend, IN, Investment Package

IGNITION PARK – REAL ESTATE

Shovel-Ready Parcels for Tech Firm Expansions and Relocations

TECHNOLOGY RESOURCE CENTER AT IGNITION PARK

City partners with private sector and academia to expand regional capabilities

Assets

- 20,000 square foot space, co-located with Notre Dame Turbomachinery Lab
- IOT & Wireless Research Testbed
- City's proven track record of commercialization of Civic Tech (e.g. [Emnet](#))
- Ongoing collaborations between city, university and industry to develop and test new IoT Technologies
- Local tech firm, Aanalytics, next door

Your Opportunities

- Leverage university's research infrastructure and city-as-a-testbed to develop new products and services (several ongoing, under NDA)
- Leverage existing public-private infrastructure to create a center for civic technology research and commercialization
- \$100 million Growth Fund

Example 3.16: Jefferson Parish, LA, Investment Package

OPPORTUNITY ZONE: Causeway & Jefferson Hwy (Shrewsbury)

Boundaries: Shrewsbury Rd. at Airline Hwy going east to Labarre Rd. and south to Jefferson Highway. The area sits in an unincorporated part of Jefferson Parish.

Opportunity: The area sits at a key busy intersection and has seen tremendous growth in both businesses and housing. As Ochsner continues its expansion, there is an opportunity to add businesses to the busier corridor and update the limited available housing units.

There are a total of 96 businesses located in this area. With just 699 housing units, 41% are owner occupied and 19% are vacant.

The major arteries of traffic include Airline Highway, Earhart Expressway, Jefferson Highway with the entrance ramp to Causeway Boulevard and Causeway Boulevard until the Airline Highway ramp.

Additionally, major public infrastructure improvements are planned along the Jefferson Highway corridor over the next three years. It includes burying power lines, traffic improvements, widening of sidewalks and the addition of pedestrian amenities.

In 2018, Ochsner Health System opened their new West Campus, part of their \$360 million expansion to its Jefferson Highway campus and has become a significant landmark to the Jefferson Highway Healthcare Corridor. Ochsner employs almost 6,600 people in their Jefferson Hwy location and plans to add over 3,000 more in the next 10 years.

Demographic Summary

2010-2018

esri THE SCIENCE OF WHERE

KEY FACTS

- 3,332 Population
- 1,207 Households
- 37.7 Median Age
- \$18,788 Median Household Income

EDUCATION

- 27% High School Diploma
- 37% High School Graduate
- 25% Some College
- 11% Bachelor's Degree

INCOME

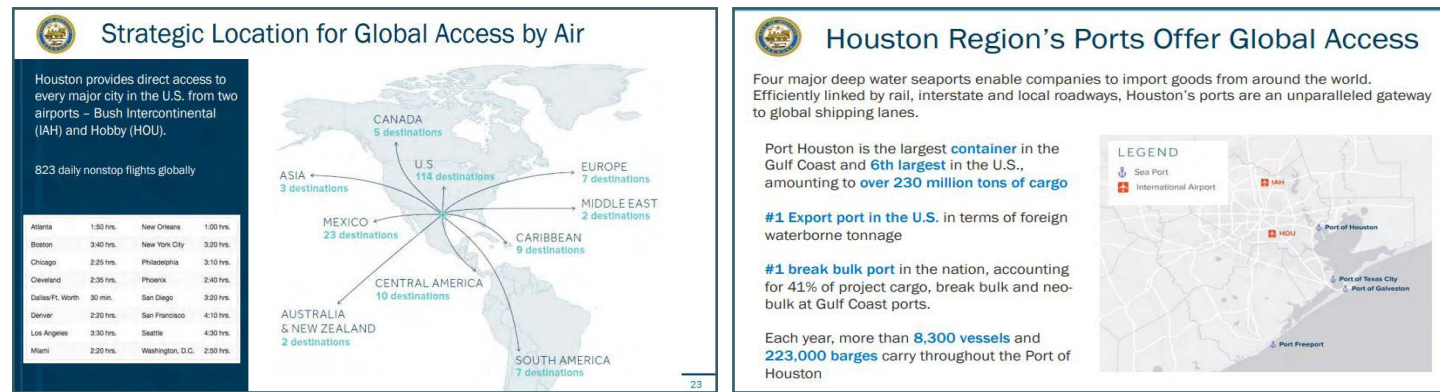
- \$20,328 Median Household Income
- \$11,717 Per Capita Income
- \$12,750 Median Rent (Worth)

EMPLOYMENT

- 54% Unemployed
- 25% Part Time
- 21% Services
- 7.3% Unemployed Rate

developers and investors see the site through the lens of transportation modes and logistics. Example 3.17 shows how the City of Houston included access maps in their investment package.

Example 3.17: *Houston, TX, Investment Package*



d. *Environmental Condition(s)*

Potential investor s need to clearly understand the brownfield site conditions, including locational advantages, topography, and contamination concerns. Include a detailed description of any environmental risks or uncertainties. Be transparent about what assessment or cleanup activities are needed on site, or institutional and engineering controls in place. This is a key area where you can reduce uncertainties and potential risk.

Where to find this information: Much of the data in this section is publicly available from the Census Bureau's American FactFinder app. Online mapping applications may make it easier to perform the aggregation calculations. Environmental assessment and cleanup-related documents can be used when describing site environmental conditions.

7. *Development Potential*

Use this final section of your brownfields investment package to illustrate the best-use scenario(s) for the brownfields redevelopment area. You can draw on the conceptual use plans and financial feasibility analysis developed during previous site planning and preparation activities. Include:

a. *Conceptual Use Plans*

Present the best-use scenario conceptual design(s) on a map that shows the developable area and potential reuses (see Example 3.18). Include square footage. Ensure the map reflects reuses that are grounded in local market conditions and supported by your community. Be clear and concise; your goal is to give potential investors specific ideas on how the site can be reused. You may include more than one conceptual use plan to demonstrate separate construction phases or an additional best-use scenario.

b. *Financial Feasibility Analysis*

Provide the overall summary of financial viability for the best-use scenario(s) described in the conceptual use plan(s), and:

- ▶ Include the assumptions represented in the pro forma analysis when describing your project's financial feasibility.
- ▶ Highlight any additional government funding needed to make the project feasible.
- ▶ Explain the project's overall financial viability and return on investment.
- ▶ Demonstrate feasibility from both public and private perspectives.

Include the redevelopment site conditions, including locational advantages and contamination concerns.

Include the brownfields redevelopment possibilities, potential layout(s), and financial return for the project.

Example 3.18: *Conceptual Use Plans*



Congratulations on completing your community brownfields investment package!

HOW CAN OUR COMMUNITY USE THE INVESTMENT PACKAGE TO PROMOTE OUR BROWNFIELD REUSE PROJECT?

Use the brownfields investment package to guide investment toward your community's strengths and priorities.

Explore every opportunity to distribute and promote the completed package with local stakeholders and the investment community. Different types of investors will see different types of redevelopment possibilities and opportunities.

Identify the most appropriate ways to reach these different audiences and present your brownfields investment package to as many audiences as possible. Make sure the document is easy to follow, logically organized, and heavily visual. Have summary and full versions of the document, as well.

Use several formats to share your brownfields investment package. You may want to prepare physical copies, a digital presentation, a website and an elevator pitch.

Determine each key audience. Think about public and private investors, nonprofits, civic and community groups, foundations, and philanthropic investors. Collect contact information for each key audience, make contact lists, and track your outreach.

A. START WITH YOUR STAKEHOLDERS

Use your completed brownfields investment package to continue to organize and mobilize your stakeholders. Enlist your stakeholders into becoming ambassadors for the redevelopment; familiarize them with the package and coach them through how to present it to their networks. Develop an elevator pitch for the project so each stakeholder can present a concise and consistent message. Keep stakeholders up to date and celebrate project milestones with them.

B. REACH OUT TO THE INVESTMENT COMMUNITY

Proactively reach out to potential developers and investors. Your goal is to have all potential investors understand the true potential of your brownfields redevelopment project and your community goals.

Develop and implement an outreach plan. Consider these approaches:

- ▶ Direct mail a copy of the brownfields investment package to prioritized potential candidates for investment.
- ▶ Make cold calls, send emails, and use follow-up requests to meet in-person or video chat.
- ▶ Invite potential developers and investors to tour the property.
- ▶ Host a developers' roundtable on the site.
- ▶ Release a request for interest or request for proposals based on the brownfields investment package.
- ▶ Present the brownfields investment package at public and private events.

C. REFINE YOUR APPROACH AND UPDATE THE BROWNFIELDS INVESTMENT PACKAGE AS NEEDED

As your stakeholders and the broader community gains experience with promoting the brownfields investment package, keep track of any frequently asked questions so you can make sure they are answered in future iterations. Pay attention to specific marketing or communications approaches that attract serious potential investors. Also be sure to keep the document up to date with current market information, environmental conditions, financial feasibility analysis, and community priorities.

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Emergency Management
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www.epa.gov/brownfields/
www.epa.gov/land-revitalization