

COUNCIL, WE HAVE A PROBLEM

City of Cleveland

Ohio Brownfield Conference

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CITY OF CLEVELAND
Mayor Frank G. Jackson



Brownfield Redevelopment

- Brownfield Redevelopment is essential to the growth and development of most of our communities and neighborhoods
- For many Council Members and Residents, the redevelopment of a blighted brownfield is a priority



The Risks of Brownfields

- Development Risk
 - Cost Overruns
 - Projects Delays
 - Developer Financing
- Community Risk
 - Release of Contaminants
 - Perceived Danger
 - Pressure to Complete Project



How To Avoid Problems

- Due Diligence
 - Assessment of the Brownfield Site
 - Financial & Reputational Review of Development Partners
- Strategizing
 - Review Remedial Action Plan – OEPA TA
 - Build to your strengths, not on spec



Even the Best Laid Plans...

- Brownfield projects are high-risk
 - Assessments can miss contaminations
 - Structures may not be as sound as they look
 - Developers can suffer reverses
 - Financing can fall through
- In many cases, a problem on one front can lead to problems on all fronts



Council, We Have a Problem...

WHEN A BROWNFIELD PROJECT
GOES BAD, HOW DO WE KEEP
STAKEHOLDERS INFORMED
AND ENGAGED?



Managing Expectations

- Educate stakeholders as to the risks of brownfield projects
- Build contingencies into your timelines
- Identify the risks in the assessments and provide “best” and “worst” case scenarios
- Establish Trust



Resolving the Problem

- Present Solutions with Problems
- Admit Mistakes and Hold People Accountable
- Know your partners' needs & Respond
 - Added Costs?
 - Added Time?
 - Risk to the Community?



Trinity Building

- Building demolition uncovered significant PCB Contamination in concrete
- The property required an EPA Emergency Response
- A PRP Search identified a Responsible Party who was held liable for costs
- Ongoing litigation over cost allocation has delayed the project



Trinity Building

- Notices & Public Meeting to Local Residents
- Regular Updates to Local Council Member
- Air Monitoring to ensure that air quality was maintained
- Defend the City's Interests by seeking out PRPs and holding them responsible



Warner Swasey Building

- City put out an RFP for development proposals
- RFP was based on Assessments that showed minimal contamination and that asbestos remediation had been conducted
- Pre-transfer assessments revealed significant unabated asbestos and suspected contamination in paint & concrete.



Warner Swasey Building

- Development timeline delayed and costs increased
- City met with Developer and reviewed assessments
- Proposed Strategy to remediate building and move forward



Lessons Learned

- Manage Expectations
- Inform Stakeholders of Problems
- Have a Solution
- Make Investments Work



City of Cleveland

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