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Strategy Building Session for the Port Authority for Brownfields Redevelopment in Cincinnati and Hamilton County, OH

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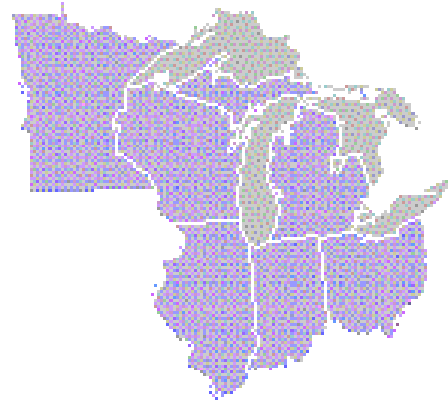
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Great Lakes Environmental Finance Center

**Strategy-Building Session for
The Port Authority for Brownfields
Redevelopment
in Cincinnati and Hamilton County**



*Technical Advisory Report
July 29, 1998*

*Technical Advisory Report - Great Lakes Environmental Finance Center - Cleveland State University Urban Center -
www.csuohio.edu/glefc*

Acknowledgments

Several people contributed to the success of this project. First, the United States Environmental Protection Agency provided the funding to the Great Lakes Environmental Finance Center (GLEFC) to complete this technical advisory project. Lisa Lange, Executive Director of The Port Authority for Brownfields Redevelopment in Cincinnati and Hamilton County planned the May 18, 1998 meeting and organized the local participants. Evonne Kovach, City Administrator for the City of Lockland, hosted the meeting.

Donald T. Iannone, Executive Director of the Great Lakes Environmental Finance Center (Cleveland), Kevine Margolis, Vice President, Hemisphere Corporation (Cleveland), and John Young, Vice President of the St. Paul Port Authority (St. Paul, MN) served as Technical Advisors to the project. Jacqueline Keeling Holland, Graduate Assistant to the GLEFC, provided background research for the workshop.

This report was written by Kirstin Toth, with editorial assistance from Donald Iannone.

We express our sincere appreciation to these individuals and groups.

Kirstin Toth, Project Director
Community Brownfield Outreach Project
Great Lakes Environmental Finance Center

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I. EXECUTIVE SUMMARY

On May 18, 1998, the Great Lakes Environmental Finance Center (GLEFC) conducted a technical assistance workshop for the Port Authority for Brownfields Redevelopment in Cincinnati and Hamilton County. The purpose of the workshop was to assist the Port Authority in its efforts to develop actions leading to the successful ongoing mission and redevelopment efforts of the Port Authority.

Redevelopment of brownfield sites, under initial funding provided by a U.S. EPA Brownfield pilot grant, has driven the re-creation of the Port Authority. The Port Authority is an organization authorized jointly by the Cincinnati City Council and the Hamilton County Board of County Commissioners. Established in May of 1997, the Port Authority and the Brownfields Community Advisory Group (BCAC) came together to devise short and long-term goals related to the redevelopment of brownfields in greater Cincinnati. The May workshop was a major first step in defining those goals along with more broadly defined actions for the future.

The focus of the workshop was placed on three major priorities:

- 1.) The creation of a clear mission statement and vision for the organization;
- 2.) Discussion and the assessment of the types of activities that the Port Authority would undertake with respect to brownfields redevelopment; and
- 3.) The establishment of criteria for site selection for future projects.

Given the expertise of the Port Authority board members and the commitment by both the board and the BCAC, the Advisory Team has made specific recommendations as to actions that should be considered to move redevelopment efforts forward.

I. Recommendations for the Creation of the Mission Statement

The Port Authority needs to consider its mission and goals keeping in mind four key concepts as the framework or context for developing the organization's mission and goals. These key concepts are:

- 1) Re-creation of the Port Authority comes after a history of absence from the development arena in Cincinnati, and is narrowly focused on brownfield recovery. Define the Port Authority in terms of a site's recovery analogous to the organization's "recovery", learning from the history of the former Port and setting a standard for redevelopment of sites that truly re-creates value.
- 2) Move from a typical pyramid organization to a network form of operating.
- 3) When developing the mission statement, think in terms of centers of influence in the Greater Cincinnati area, and the impact they have/have had on development.
- 4) Be value-oriented.

Recommendations:

- 1) The Port Authority should work toward finding systematic solutions to brownfield challenges facing the city and the county.
- 2) Build the mission by focusing on brownfield redevelopment rather than the Port Authority.
- 3) Convert the Port's mission into strategic development services and planning assistance to the private sector and local communities that encourage more efficient and profitable land use in the future.
- 4) Incorporate all or as many ideas as possible offered by the group.
- 5) Encourage ongoing public education and outreach.

II. Recommendations for Goal-Setting

Learning from the lessons of the St. Paul Port Authority, and keeping mindful of the major differences in the two organizations, the Port Authority in Cincinnati should establish goals that flow from and attach to the organization's mission statement.

These goals should be attainable, and be established for both short and long-term accomplishment.

Recommendations:

- 1) Define private sector companies and developers, and Hamilton County communities as two distinct customer groups.
- 2) Devise and implement a strategy to stimulate the private real estate marketplace to redevelop brownfield sites. Narrow the scope of types of end-users.
- 3) Ensure that the general public participates actively in the brownfield redevelopment process.
- 4) Prioritize the listed goals from the workshop.

III. Recommendations for Site Prioritization and Work Planning

The Advisory Team suggested ways to identify and select properties that appeared to be sound real estate investments. However, the Advisors also fully recognize that not all brownfields will initially appear to be good real estate deals, and that public investment in these properties needs to be carefully balanced with the Port Authority's mission and goals. With this context in mind, the Advisory Team made the following four recommendations when defining site selection criteria.

Recommendations:

- 1) Establish whether the project fits the mission of the organization.
- 2) Consider the following prioritized list of suggested criteria:
 - a) Potential for job creation.
 - b) Potential for retention and attraction.
 - c) Ease of remediation.
 - d) Availability of existing infrastructure.
 - e) Amount of public investment required.
 - f) Overall positive fiscal impact.

- g) Phase I completed by prior owner; known site issues.
 - h) Ability to cluster industries on site.
 - i) Access to public services.
 - j) Positive political climate to support redevelopment.
 - k) Realistic and viable seller.
- 3) Create an ongoing list of site candidates.
 - 4) Consider developing specific performance measures to determine project fiscal impact.

III. Recommendations Related to Implementation

The Advisory team recommends that the port Authority for Brownfields Redevelopment in Cincinnati and Hamilton County organize its work into a high-performance development organization. This model emphasizes strict adherence to a strategic mission, goals and core strategies. This level of commitment can not be accomplished with the single staff resource provided at this time. That is why it is imperative that the Port Authority take advantage of its partner, the BCAC, to implement the tasks necessary to move the organization forward. The Advisory team recommends the following:

Recommendations:

- 1) Attendance at Board meetings should be mandatory.
- 2) Fill vacant Board seats as soon as possible, and recruit candidates who are committed to relationship-building and public relations.
- 3) Disseminate the work of the Board to standing committees.

V. Conclusion

There is little doubt that the potential for excellence in brownfields redevelopment exists and can be led by the Port Authority and its key partners throughout Greater Cincinnati. This potential is unlimited given the right mix of creative and energetic leadership already represented by many on the Port Authority Board and BCAC.

The GLEFC Advisory Team's recommendations are a result of the active participation and discussions of those in attendance at the May 18 meeting. Given the very engaged level of participation and dialogue, the future for brownfields redevelopment in Greater Cincinnati appears optimistic. Given a clear mission and commitment to a strategic and simple vision, the Port Authority can continue to move in a positive direction.

II. INTRODUCTION

The Great Lakes Environmental Finance Center (GLEFC) was established in June, 1995 through a grant from the United States Environmental Protection Agency. The Center is housed within Cleveland State University's Urban Center. Five similar centers are based around the country serving the needs of other EPA regions. The client-focused services offered by the Center include technical assistance, training, and research and advisory services in solving financial, marketing and planning problems related to environmental facilities and resources. The Center created the *Community Brownfield Financing Strategy Service* to help communities across the Great Lakes region address complex brownfield financing issues. The goal is to help clients devise effective financing and marketing strategies for brownfield projects, as well as to identify and test the most effective redevelopment strategies used across communities in our region.

The technical assistance workshop for the Port Authority for Brownfields Redevelopment in Cincinnati and Hamilton County was conducted May 18, 1998. An Advisory Team was assembled, matching the expertise needed to solve the unique needs presented by Port Authority officials. The team members had special skills in economic development strategy, port authority management and redevelopment project management/site selection. The format of the workshop was developed in cooperation with Lisa Lange, Executive Director of the Port Authority to provide an open and organized forum for the discussion and selection of appropriate strategy solutions. No specific sites were selected for discussion; rather the most relevant issues of discussion centered on three major strategic issues:

- The creation of a mission statement and clear vision for the future;
- Goal-setting for the Port Authority, and establishing redevelopment activities;
- Establishing criteria for brownfield site selection.

A copy of the agenda and a list of workshop participants are included in the Appendix to this report.

This report will highlight the most relevant topics of discussion and focus on recommendations that the Advisory Team believes will be of most benefit to the Port Authority's development efforts.

III. THE PORT AUTHORITY

A. Background

The Port Authority for Brownfields Redevelopment in Cincinnati and Hamilton County was created in May, 1997 with a very specific purpose: to identify, restore and redevelop properties in Hamilton County whose redevelopment is discouraged due to real or perceived environmental contamination. This authority is described in both resolutions of the authorizing bodies, the City Council and the Board of County Commissioners. The Port Authority board numbers ten in total, with half the members appointed by the City and half appointed by the County.

Prior to the creation of this new form of port authority, there existed a previous "Port Authority of Cincinnati and Hamilton County" that was dormant for several years and affected little development of significance. The reason for the re-creation of the Port Authority was due to a joint agreement of civic leaders represented by the Greater Cincinnati Chamber of Commerce and the City of Cincinnati in order to utilize brownfield redevelopment funds made available by the U.S. Environmental Protection Agency. A grant-writing team was assembled and a successful grant application award was made to the newly formed organization for \$200,000.

The grant application calls for the environmental assessment of two properties; one within the City of Cincinnati and one within the County, outside of the city. The Port Authority has until October, 1999 to complete environmental assessment work and to make progress on the redevelopment of two brownfield sites. The City has identified one site, and one site remains to be identified as the final candidate for redevelopment under the grant. It is with some urgency that the Port Authority must act to begin serious redevelopment efforts on the two sites.

The Port Authority has been deliberate and methodical in its efforts to move toward the stated objectives of the authorizing resolutions. The ten-member board is currently seeking two additional members to fill vacant appointments, and meetings have not reached the attendance for a quorum in which to act upon decisions. The even number of appointments to the board could cause a stalemate vote at some time in the future, but so far, all appointees have been more than willing to cooperate and collaborate. In addition, the board has hired an Executive Director to oversee redevelopment project coordination and to staff the board's mandate. Despite the limited nature of the authority granted, (i.e. no powers of eminent domain, no power to levy taxes, and substantial review and approval required by the city and the county), the Port Authority has a fair amount of dedicated support from its active board members and the Brownfields Community Advisory Council (BCAC).

In addition to the membership of both the board and the BCAC, funds have already been pledged and spent to assess and begin remediation activities at one of the two sites to be redeveloped under the EPA pilot grant. The City of Cincinnati has spent \$33,000 on Phase I and Phase II assessments of the Vine Street property, with another expenditure to come ranging between \$40 - \$ 80,000 on further testing.

Based upon this level of financial commitment by the city, the commitments made by the Chamber to support the activities of the Executive Director (office space and administrative support), and the partnerships created with the County and the BCAC members, it is clear to the GLEFC Advisory Team that there is great potential for the successful redevelopment efforts of the Port Authority. The three specific issues addressed at the workshop are presented below, with specific recommended actions prescribed for each.

IV. CREATING THE MISSION

A. Context

The discussion of developing a mission for the Port Authority centered on several themes important to the final creation of the mission statement and the guiding vision for the organization. The Advisory Team proposed that this context for creating the mission encompasses the following key ideas:

- Draw an analogy of a brownfield site’s “recovery” or redevelopment to the re-creation and “recovery” of the Port Authority itself. Use the opportunity of a newly created organization to set a standard of redevelopment for sites that re-creates value. Identify the purpose, the value of the site that it once had. Be open to learning from the history of the land’s prior use, just as the Port Authority can learn from its predecessor organization’s history as a port authority.
- Attempt to move from a typical pyramid organization to a network form of organization. The limited authority granted to the organization actually dictates this new structure because the need for extensive review and approval by both the City Council and the Board of County Commissioners sets the stage for a new level of cooperation and collaboration. This increased cooperation is the hallmark of “network-based” organizations that utilize the resources available across organizations to accomplish their goals. The BCAC is integral to this way of operating.
- When developing the final mission statement, think in terms of centers of influence in the Greater Cincinnati area. What impact do these centers of influence have on development? How are resources allocated? The area’s approach to brownfield redevelopment should strengthen its centers of influence, especially in stimulating the recovery of older declining areas. Define the centers of influence. Some that were identified in the strategy session include:

Tri-County
Kenwood
Downtown
Northern Kentucky
Airport
Social institutions
Cultural centers

Another way to define centers of influence would be to focus on nodes of development and re-investment. Coordinate efforts with projects where there are

other positive private and public re-investment planned or underway, as long as these projects fit the Port Authority’s mission. Connect the brownfields to area redevelopment plans to ensure the sustainability of the re-investment.

- In creating the organization’s mission, be value-oriented. Describe what values are to be at the core of the redevelopment projects taken on by the Port Authority. These values should guide future priority-setting. One of those values should be to work in partnership with the public and private sectors in approaching site and area redevelopment. These values can be identified from the very participants in the development process: board members’ and BCAC skills and values, collaborative resources available in the community, deriving from the centers of influence.

Participants in the meeting identified the following key words and phrases when asked to describe their meaning of the term “mission” as it relates to the Port Authority:

non-duplicative
beginning with the end
community/unity
attainable goals
not process, but the end state;
guiding philosophy

B. Recommendations

With the above described context as a framework for creating the mission of the Port Authority, the Advisory Team recommends the following key concepts.

1. **The Port Authority should work toward finding systematic solutions to brownfield challenges facing the city and the county.** These solutions should be business-oriented, but reflective of the public needs and priorities of Hamilton County communities. Because current expectations of the Port Authority are low, opportunity for success is high. The Advisory

Team does not recommend taking on projects that are necessarily “quick or easy wins”, but those that can be accomplished through adherence to step-by-step remedial action planning and redevelopment decision-making, with an eye toward the priorities of the Greater Cincinnati development strategy.

2. **Build the mission by focusing on brownfield redevelopment rather than the Port Authority. Empower others!** The Advisory Team recognizes the Port Authority’s need to build its base of support in both the public and private development arenas, and recommends that one positive way in which to do this is to focus the mission on brownfield redevelopment and not the Port Authority organization itself. A successful, market-oriented project completion will go a long way to build the esteem and credibility of the Port Authority. Focusing on brownfields redevelopment, as has already been mandated by the City Council and Board of County Commissioners, keeps the mission clear and the organization focused. In addition, it is not necessary to utilize the actual term “brownfields” as it may connote a negative perception. Terms such as “land recycling” or “land reuse” will provide the same focus with more development-friendly terminology.
3. **Convert the Port’s mission into strategic development services and planning assistance to the private sector and local communities that encourage more efficient and profitable land use in the future.** The Port Authority should create its vision by focusing on the area’s centers of influence and resource distribution around the metropolitan area. Identify the stakeholders in the Port Authority’s road to success. Centers of influence should by definition help the Port to transcend and bridge political jurisdictions in bringing site and area redevelopment solutions.
4. **Incorporate all or as many ideas as possible offered by the group.** The members present at the strategy-building workshop provided numerous versions and ways of stating an actual mission. The Advisory Team recommends using the following draft to gain consensus and complete a final

statement. Continue to use this sample statement by adding wording that best defines the unique attributes the Port brings to economic development.

“ The mission of the Port Authority for Brownfields Redevelopment in Cincinnati and Hamilton County is to strengthen the economic base of the City of Cincinnati and Hamilton County by facilitating the redevelopment of brownfield sites which increase the clean land supply for future development and results in job retention and creation, and provides a positive impact upon the tax base and the overall quality of life of the area”

Use this sample statement as a guideline only. Many economic development agencies strive for this kind of mission. Determine what is unique about the Port’s role in redevelopment. Consider the uniqueness of the Port’s ability in eg. land acquisition, or funding.

5. **Encourage ongoing public education and outreach.** The Advisory Team believes that the community education component of the brownfields redevelopment effort is important enough to warrant the use of a professional in order to incorporate community input and outreach. Environmental regulators, economic developers, planners, and other development stakeholders have discovered that education is an essential ongoing ingredient to strategy implementation. Several strategies exist to meet this need. The use of this individual or firm should be limited to public education once the mission statement has been finalized and upon selection of the final sites for redevelopment. Typical outreach activities would include citizen perception research via survey and/or focus group, citizen education through a variety of activities such as community meetings and letter-writing, and educational outreach through speaking engagements at local gatherings such as ward club meetings, school lectures, etc. It is important to the successful outcome of any brownfield project to incorporate community-based decision-making, neighborhood concerns and citizen input into the redevelopment process.

IV. GOAL-SETTING FOR THE PORT AUTHORITY

A. Background

The Cincinnati-Hamilton County Port Authority is an innovative organization that can make a valuable contribution to brownfields redevelopment. Some other ports have already embraced this mission. John Young of the St. Paul Port Authority presented the structure of his organization as one model of port authority organization. While St. Paul's port authority is a well-established organization with a 25-year track record of redevelopment, there remain some key lessons to be learned from their experience.

The St. Paul Port Authority attributes much of its success to remaining faithful to a mission that places the customer at the center of all its activities. Although the St. Paul Port Authority is a non-profit public agency, it operates much like a private business with various lines of service offerings and an identified customer base for each of its four lines of business. These four lines of business are: the management of river commerce, funds management, customized job training and land redevelopment. Land redevelopment, and specifically, brownfield development, is their primary business. In the course of operating that business they consider their primary job to be a facilitator of private investment. An example of how the St. Paul Port Authority manages a major brownfield redevelopment project is located in the Appendix.

B. Recommendations

With a mission and vision for the organization established, it is important to develop specific goals and objectives that support the organization's basic purposes. A vision provides a broad direction for the organization's future development. Its mission says how it will go about achieving this vision. Goals should flow from and attach to the organization's mission statement. Use the mission statement as the guidepost for all activities undertaken by the Port Authority. Establish goals that help to reach the ultimate mission of the organization.

Make the goals attainable, and establish both short and long-term goals for the organization. Short-term goals should encompass those that help the Port Authority attain its mission in relation to the successful utilization of the EPA pilot grant. Long-term goals should help the Port Authority attain its mission in the long-term sustainability of other successful redevelopment projects.

The Advisory Team recommends three main goals and one administrative goal as follow-up to the workshop:

- 1.) The Port's role is to facilitate the planning and redevelopment of brownfields into productive land that adds to Hamilton County's future prosperity and quality of life. Hence, **define private sector companies and developers, and Hamilton County communities as two distinct customer groups.** The Advisory Team recommends an approach of serving these two customer groups, based upon the recommended Port Authority role as **facilitator** of redevelopment projects.

- 2.) **Devise and implement a strategy to stimulate the private real estate marketplace to redevelop brownfield sites. Seek out private developers and determine the limitations on types of end-users.** The Advisory Team recommends taking an approach of utilizing the private marketplace to bring about the redevelopment of Hamilton County brownfields. Select and invite a group of private real estate developers and investors whose client base matches the Port Authority's goals and mission to a "developer roundtable." The purpose of this roundtable group would be to incorporate a marketing and education component to the Port Authority's planning for both short and long-term goal setting. Utilize the professional expertise available in the development community.
Specific activities would include building relationships with targeted developers identified who match the Port's mission and goals for redevelopment, for example, whether it be on a geographic basis or by type of property. The Port Authority can and should begin the process of site inventory and prioritization, again working with and relying upon a carefully

established, groomed relationships with knowledgeable developers and real estate professionals.

- 3.) **Ensure that the general public participates actively in the brownfield redevelopment process.** The Advisory Team recommends a dedicated effort of incorporating public participation into every project undertaken by the Port Authority, beginning with public education about the mission and role of the Port Authority. It is important that the public understand what the Port Authority can and can't do in terms of brownfield redevelopment. Utilize the services of a professional public opinion researcher to **conduct a survey of local perceptions of the Port Authority's role.** The Advisory Team suggests two surveys of perception be taken: one as a benchmark, and a second one at the completion of the Port Authority's first major project to determine how successful the project education and outreach were.

- 4.) As an interim, administrative goal, the Advisory Team recommends that the Port Authority **prioritize listed goals from the workshop.** The Advisory Team recognizes the list of goals created at the workshop as very viable and attainable goals. Gain consensus about the priority of the list, utilizing both the Board and the BCAC for input and consensus. The goals discussed at the workshop are:
 - Facilitate redevelopment.
 - Engage a discussion about end-users and alternatives.
 - Educate the community about short-term and long-term plans.
 - Offer a high-quality product.
 - Seek out developers and stipulate how the success of a project will be shared.
 - Consider land assembly.
 - Seek long-term Port Authority self-sufficiency.

V. SITE PRIORITIZATION and WORK PLANNING

A. Context

This segment of the workshop focused on the topic of how best to determine what sites the Port Authority should select for redevelopment projects. Kevin Margolis, an attorney and brownfield development consultant, suggested that his organization, Hemisphere Corporation, selects sites based upon being simply good real estate deals. Private sector investment is made in “good real estate” transactions, according to our Advisory Team. However, the Port Authority needs to further define its role in facilitating the use of public funds where necessary in the brownfields redevelopment arena, particularly when these projects do not initially appear to be “good real estate deals.”

B. Recommendations

The Advisory Team recommends these approaches to defining site selection criteria:

1.) **Establish whether the project fits the mission of the organization.**

While this recommendation may seem obvious, the Advisory Team recognizes the Port Authority’s desire to have a “quick win” in terms of a site redeveloped, especially under the pressures of the EPA grant timeframe. However, the Advisors warn against selecting any project that does not fit an agreed-upon mission of the organization. Determine carefully whether the Vine Street site, and others under consideration (Plainville Concrete and GM/Globe) fit with the mission and short and long-term goals of the organization. If these sites do not fit into the mission, recognizing that some commitment has already been made to support the Vine Street site, determine what role the Port Authority could play in terms of this project, and pave the way for the City’s project management. An alternative approach, should the Vine Street site not fit the Port Authority’s mission, would be to facilitate the selection of another, more viable, mission-related site.

2.) Consider the following list of criteria for site selection, recommended in order of importance:

- l) Potential for job creation.
- m) Potential for retention and attraction.
- n) Ease of remediation.
- o) Availability of existing infrastructure.
- p) Amount of public investment required.
- q) Overall positive fiscal impact.
- r) Phase I completed by prior owner; known site issues.
- s) Ability to cluster industries on site.
- t) Access to public services.
- u) Positive political climate to support redevelopment.
- v) Realistic and viable seller.

3. Create an ongoing list of site candidates. The Advisory Team recommends the creation of an internal inventory that matches the mission statement, and that contains one or many criteria established for sites to be considered. This list could then be weighted according to the priority at any given time, of the various relevant factors in the Port Authority's redevelopment goals. The Port could devise a spreadsheet-based model to evaluate and rank sites based upon their redevelopment potential. This ranking of sites is an important action in order to keep the port Authority on track with goals and a tight timetable to show success with investors' money, both public and private.

4. Consider developing specific performance measures to determine project fiscal impact. The Advisory Team recommends the use of cost-benefit analysis for all major projects under consideration. Consider a variety of performance measures including, but not limited to, job creation, tax revenue, job retention, secondary or support industry generation, neighborhood improvement factors, etc. Keep the measurement factors relevant to the mission.

VI. IMPLEMENTATION

A. Recommendations

The Advisory Team recommends that the Port Authority for Brownfields Redevelopment in Cincinnati and Hamilton County organize its work into a high-performance development organization. This organizational model emphasizes adherence to a strategic mission, goals, and core strategies that help Hamilton County communities to revitalize their brownfields and bring about economic development. This also means that, given the limited resources available in staff and research time, that the Board partner with the BCAC to complete the tasks necessary to move the organization forward. The following recommendations for operating the organization are immediate and important to the ongoing viability of the Port Authority. While these issues may seem obvious, they are worth stating here for emphasis.

- 1.) **Attendance at Board meetings should be mandatory.** The Advisory Team is aware of the difficulty the Board has had in acting upon decisions as a result of inactive Board membership or non-attendance. Inactive board members should determine their ability to serve, and realistically assess their commitment and availability to the organization. Vacant positions should be filled as a priority of the Board executive leadership, rather than utilizing staff time.
- 2.) **Recruit Board candidates to fill vacant positions.** The filling of vacant seats on the Board is a Board function, and should be addressed as soon as possible. Board leadership should be working closely with the appointing authorities in order to gain active, committed members. Board members should see their role outside of periodic meetings in terms of recruitment, public relations and relationship-building with appointing entities.
- 3.) **Disseminate the work of the Board to standing committees.** Given the short timeframe in which the Port Authority is required to act upon the EPA grant requirements, the Advisory Team recommends the use of Committees of the Board to divide the tasks of the Port Authority. The following Committees should be created and filled with members *outside the Board's*

membership. A typical operating structure calls for a Port Authority Board member to Chair a committee, and to have members of the BCAC, board *and others* sit on the Committee to address the relevant issues. Board members and BCAC members do not have to be the only participants in these committees. Committee participation should depend upon the level of expertise required for the particular issue.

Recommended committees:

- Mission Statement
- Finance
- Organizational Structure (Board leadership and Port Authority operation)
- Site selection
- Strategic Plan/Work Plan

VI. CONCLUSION

It is clear to the GLEFC Advisory Team that the Port Authority for Brownfields Redevelopment in Cincinnati and Hamilton County has excellent potential to become a major redevelopment facilitator for the community, as well as to shape public opinion about brownfield redevelopment. This potential is as great as the commitment made by the Board members and appointing authorities alike to the reuse of contaminated land. Given the positive interest demonstrated by the very active participation of the group at the May 18 meeting, the GLEFC Advisory Team is optimistic about the Port Authority's ability to continue to move in a positive direction.

The recommendations made in this report are a result of the ideas, discussion and sincere interest of the Board and BCAC members, and should be given serious consideration as the Port Authority moves forward in its redevelopment work.

APPENDIX

*Port Authority for Brownfields Redevelopment in
Cincinnati and Hamilton County*

Strategy-Building Workshop sponsored by
The Great Lakes Environmental Finance Center

**May 18, 1998
Lockland Commerce Park
401 South Cooper Avenue
Lockland, Ohio**

8:00-8:30 a.m. Sign-In and Continental Breakfast

8:30-8:45 a.m. Introductions & Purpose of workshop

Kirstin Toth

8:45-10:30 **I. Creating the Mission**

Don Iannone

Topics to cover:

A. Primary causes of brownfields in Cincinnati; their impact on current
redevelopment

B. What are the major actions now underway to address brownfields?

C. What does Cincinnati want to accomplish relative to brownfields?

D. Politics of brownfields: who wins, who loses/ essence rediscovery process

E. Who do you want to serve: constituencies/stakeholders?

10:15-:30 Break

- 10:30-12:15 **II. Goal-Setting** John Young/Don
Iannone
- A. What can Cincinnati's PA accomplish?
 - 1. Reactive or Proactive?
 - 2. Types of services to consider
 - B. Other cities'/PA's experiences
 - C. Short-term goals (EPA grant)
 - D. Long-term goals
- 12:15-1:00 Lunch
- 1:15-2:30 **III. Elements of a Work Plan** Kevin Margolis/ Kirstin Toth
- A. Site Prioritization
 - 1. What's important to the Cincinnati PA
 - 2. Establishing criteria for site selection
 - B. Goals of the EPA grant
 - 1. What's required
 - 2. How to get it done.
- 2:30- 2:45 Break
- 2:45-3:30 **IV. Summary and Next Steps** Kirstin Toth
- A. Actions/commitments
 - B. Implementation