



# Making a Case for Greenspace



Carefully planned and well-maintained greenspaces are community assets in which residents can take pride and enjoy spending time. Conversely, brownfields bring blight to communities and may be a source of human health and environmental risks. Reusing brownfields as greenspace turns blight into opportunity for the communities in which they are located.

One reason why people move out of cities is to get more space or to feel less confined by living in a less densely populated area. Ironically, this migration out of high-density urban areas into suburbs and even rural areas is eliminating open spaces and scenic vistas at a rapid pace. It consumes unprotected natural resources, ruins wildlife habitat, and destroys open lands. Building greenspace into populated areas can alleviate residents' feelings of overcrowding and create a more sustainable way of life. Greenspace gives residents easily accessible

places to play, exercise, interact with nature, and socialize. In urban areas, a shortage of previously unused properties has made reuse of brownfields properties an increasingly viable alternative for communities eager to create greenspace.

## What is greenspace?

Greenspaces are outdoor amenities that may be used for recreation, such as neighborhood parks or golf courses; as undeveloped natural space, such as wetlands or forests; or as greenways, such as hiking or bicycle trails. Greenspaces mean different things to different people. They are venues for physical or spiritual activities for some; for others, greenspaces provide a respite from the frenzy of daily life. For many, greenspaces are the glue that holds neighborhoods together socially and culturally. Examples of greenspaces include community gardens, pocket parks, riverfront parks, wildlife habitat preserves, bicycle and pedestrian trails, mixed-use development spaces, and athletic fields.

Citizens around the country are increasingly realizing the benefits of open space. As stated in a report by the Trust for Public Land, "open space has become a new measure of community wealth."<sup>1</sup> Business executives use accessibility of open space and the education level of local workforces as indicators to gauge the desirability of communities for investments and businesses creation.

<sup>1</sup> Lerner, Steve and William Poole, *The Economic Benefits of Parks and Open Space*, (Trust for Public Land, 1999).

## Scope of this report

This report discusses the cleanup and redevelopment of brownfields as greenspace. Brownfields are defined as real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.<sup>2</sup> The report is based on research with stakeholders in urban, suburban, and rural settings and from diverse perspectives. This report discusses both the *whys* and the *hows*. It addresses *why* local governments should consider greenspace as a reuse option for brownfields and *how* local governments can pursue brownfields-to-greenspace projects in their communities. Different types of greenspace are described as are their various benefits in terms of strengthening communities, protecting or restoring the environment, and bolstering economic development.

The common factors that contribute to successful brownfields-to-greenspace projects are identified along with the unique challenges they face. Tools and resources for financing (those that are specifically targeted for brownfields and/or greenspace, as well as others that could be creatively applied) are explained in detail.

This report is directed to local officials and community members involved in brownfields work as well as to individuals concerned with quality-of-life issues in their neighborhoods. The useful strategies, best practices, tools, and resources discussed in this report can help public and private stakeholders address brownfields projects or their community's needs for greenspace from a new angle.

The report is divided into three chapters. This first chapter addresses the benefits that can be realized in brownfields-to-greenspace projects, identifies the stakeholders involved, and describes the key challenges they face. Chapter 2 categorizes types of greenspace, gives examples of greenspace strategies used in brownfields redevelopment, examines factors to be considered in the decision-making process, and explains the costs of greenspace as a redevelopment alterna-

tive. Chapter 3 describes the mechanisms to finance brownfields-to-greenspace redevelopment and the resources available from both governmental and nongovernmental agencies. Chapter 4 presents a case study on Park Niños Unidos in San Francisco's Mission District, and Chapter 5 presents a case study on the Nine Mile Run Greenway in Pittsburgh, Pennsylvania.

## Greenspace benefits

While the benefits of brownfields reuses for traditional economic development are touted in economic terms, the benefits of reuse for greenspaces are measured more broadly. Greenspaces contribute to the quality of life of communities, protect and restore natural resources, and benefit the economy.

### Quality of life

Greenspaces contribute to the livability of a community by providing: communal gathering places, recreational and educational opportunities for residents of all ages, transportation alternatives, buffers from noise, and deterrents to crime. As gathering places, such as community gardens or small play lots, greenspaces bring together members from all parts of the community who might not otherwise interact for a common purpose such as growing produce or giving children opportunities to play. In this way, greenspaces provide venues for community engagement and interaction. Athletic fields and greenways with trails promote recreation, outdoor activities, and physical exercise. Whether for little league practice or the local 5k race, playing fields and greenways enable residents to participate in athletic events. Greenways also provide transportation alternatives, in some cases allowing residents to walk or bike to work instead of commuting by vehicle. As recreational and transportation outlets, greenspaces promote physical activity, exercise, and good health.

Greenspaces can be used to foster educational and recreational programs that facilitate greater understanding of the ecological value of natural systems such as through outdoor education centers or community gardens. Through

<sup>2</sup> Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) of 1980, 42 USC Section 9601.

absorption of heat and atmospheric pollutants, greenspaces provide cleaner air to breathe. Greenspaces with significant vegetation also serve as buffers separating people from noise generated by roads, airports, and industry. Finally, well-lit and well-used greenspaces can be one factor in decreasing crime, while conversely, decrepit lots can attract deviant behavior.

Development of brownfields into greenspace is an integral piece of a smart growth and open space preservation strategy. Greenspaces can be used as a greenbelt to contain urban and suburban development within a boundary. They serve as a marker, keeping developed space separated from pristine open space. Converting brownfields into greenspaces transforms idle and derelict lots into productive natural resources that enhance the communities in which they are located.

### **Environment**

Greenspace can create or preserve habitat for flora and fauna, as well as improve human health. Indeed, greenspace is a vital element in a healthy community's infrastructure. The environmental services to which greenspaces contribute are necessary and invaluable elements of healthy ecological systems. Asphalt and concrete absorb heat, causing temperatures to rise. This necessitates greater reliance on air conditioners, which, in turn, increase demand for energy, contributing to air pollution. Conversely, vegetation absorbs heat and decreases temperatures, provides oxygen, and filters the air. Soil and vegetation filter out pollutants in water, and buffer zones along waterways mitigate the effects of flooding. Because they provide permeable ground cover, greenspaces also serve as groundwater recharge areas. These are only some of the environmental benefits of greenspaces.

### **Economics**

The economic benefits of greenspaces are numerous as well. Property values increase at sites located near greenspaces. In addition, commercial ventures to support recreational opportunities (bicycle or boat rentals, for example) may be developed. These enterprises create jobs and contribute to local tax coffers. Commercial green-

space uses (such as golf courses, concert venues, and soccer fields) generate income from user fees and concession sales. Finally, greenspace development attracts businesses as well as residents into a community. Owners of small companies ranked recreation, parks, and open space as the highest priorities in selecting locations for new business investments.<sup>3</sup> Because many small businesses have a vested interest in the community and its natural surroundings, they select business locations based on the quality of life offered to their employees.

In addition to the economic benefits reaped by reusing brownfields as greenspace, there are long-term costs that can be avoided. Initially, taxes may increase to support the purchase, remediation, and construction of a brownfield site to create greenspace. Over the long run, however, costs can be avoided by not developing residential, commercial, or industrial uses on the greenspace site. These financial rewards benefit both the municipality and local residents. Taxpayer-funded investments in physical infrastructure (for example for roads, sewers, schools) often cost a city more to upkeep than the taxes they generate. Greenspace creation also increases the value of nearby properties and promotes private investment in the surrounding community. For those reasons, greenspace is an economically viable option for brownfields redevelopment.

### **Brownfields to greenspace: A logical approach**

Brownfields cleanup and redevelopment efforts go hand in hand with greenspace creation. Communities working to improve the quality of life for residents are investing in public amenities such as parks, walkways, trails, and recreational areas. By their nature, brownfields bring blight to communities. Therefore, the best-sense approach to improving neighborhoods is cleaning up

<sup>3</sup> J. Crompton, L. Love, and T. More, "An Empirical Study of the Role of Recreation, Parks and Open Space in Companies' (Re) Location Decisions," 15:1, *Journal of Park and Recreation Administration*, (Champaign, IL: American Academy for Park and Recreation Administration) 1997. This source is cited in Lerner, Steve and William Poole, *The Economic Benefits of Parks and Open Space*, (Trust for Public Land, 1999).

## Putting a value on greenspace



Open space is inherently good for people. It promotes healthy living by providing opportunities for outdoor physical activities and community building. In other words, open space contributes to the livability of a community. The environmental benefits of open space are numerous and include protecting streams and the natural management of storm water; vegetative groundcover (unlike pavement or buildings) allows ambient heat to be absorbed by vegetation and soil. This, in turn, moderates air temperatures. Open space (in its many forms) also serves as habitat to flora and fauna. Compared with these environmental benefits, economic benefits of greenspace are not as well understood or documented. Because local government funding for parks and recreation is usually limited and may be cut in times of fiscal decline, it is critical that local government decision makers understand the quality of life, environmental, and economic benefits of greenspace. It is also important that local decision makers realize that investments in greenspace today can mean future savings in terms of reduced crime and improved health of local residents.

The ongoing debate about the economic value of greenspace frequently centers around whether greenspace is the most economically productive use for the site. Some economic development officials view the development of parks as large investments with ongoing maintenance requirements. They argue that greenspace takes land away from potential job development or housing that contributes future tax revenues. However, the inherent quality-of-life benefits of greenspace, combined with the quantifiable environmental and economic benefits provide returns that far exceed those of other redevelopment options.

Several studies have documented the economic advantages that greenspace brings to a community. One study found that home purchasers considered nearby open space and trails to be of primary importance when selecting a new home.<sup>4</sup> Another study found that jurisdictions in which livability issues are ignored or neglected attract and retain fewer businesses and workers, realize lower rates of economic growth, and face reduced quality of life in the long term.<sup>5</sup>

<sup>4</sup> D. Knee, M. Greenberg, and K. Lowrie, *Urban Parks and Brownfields Redevelopment: A Review and Case Studies*, Report 18, National Center for Neighborhood and Brownfields Redevelopment, Rutgers University, January 2001.

<sup>5</sup> Economic and Planning Systems, Inc., *Regional Economic Analysis (Trends, Year 2000- & Beyond)* Prepared for: East Bay Regional Park District, Final Report, November 1, 2000.

brownfields and creating greenspace at the same time. It doesn't make sense to invest limited resources in public benefit amenities such as parks, until nearby contaminated properties are cleaned up.

Easy access to commercial and recreational opportunities is a high priority to many, particularly in urban centers. Private developers recognize the increased marketability of their properties if they provide nearby parks and gardens. Thus, they are often willing to incorporate gardens and other types of greenspace into residential or commercial projects. This coupling of multiple uses promotes greenspace as it enables developers to recoup the costs of greenspace creation. Therefore, partnerships between private developers and local governments to create mixed-use developments have been very successful in urban settings.

In suburban and rural areas, although previously unused properties may be available for greenspace development, brownfields are also a viable option for several reasons. First, depending on the environmental contamination on site and the extent to which it is cleaned up, brownfield properties may not be suitable for unrestricted future uses but can safely be developed into greenspace. In other words, it may never be safe to build a day care center on a particular site, but the site may be suitable for golf courses, tennis courts, or soccer fields. This tailored approach helps to preserve unused land. Ideally, it brings recreational amenities to locations that are already developed and populated, as opposed to building such amenities on the outskirts, further contributing to sprawl. Greenways can also be used as buffers around developed areas, giving a central district a sense of community and cohe-

siveness. A greenway can encompass and delineate a neighborhood in much the same way as a river, stream, or even a forest buffer can.

## **Partnerships**

Stakeholders, or those with a vested interest in a brownfields-to-greenspace conversion, include local officials, community members, state and local government agencies, non profit organizations, and private sector developers and lenders. Working in collaboration, these diverse stakeholders can achieve far more than if working independently. Therefore, a major challenge for local officials is to invite stakeholders to fully participate in the process and to coordinate their different interests so that a mutually acceptable outcome results. Like any brownfields redevelopment project, greenspace creation starts with coordination of stakeholders and organizations. The role they play is instrumental to the project's success.

## **Local government**

In brownfields-to-greenspace projects, local officials lead the planning process and coordinate other stakeholders. It is important to remember that local governments are stakeholders along with other representatives—all with their own self-interests. They coordinate stakeholder involvement in many ways by engaging representatives of different sectors in the planning process and seeking feedback from them; by organizing community meetings; and by working with officials from other local agencies and other levels of government. The responsibilities of local government stakeholders vary. Local planners might identify and track brownfields, identify sites amenable to greenspace use, and ensure that greenspace development plans are consistent with land-use planning and zoning regulations. Public works officials might address infrastructure needs (for example for drainage and sprinkler systems, or building parking lots); they also might conduct site maintenance. Engineering officials would be responsible for environmental site assessments at brownfields and for designing the infrastructure and engineering elements of

greenspace developments. Parks and recreation officials have other duties, such as crafting the standards and plans for greenspace development and maintaining parks, recreation areas, open spaces, and greenways.

## **Community members**

Local governments should engage all members of a community in the brownfields-to-greenspace planning process, not only those in the immediate vicinity of a site. Equitable access to amenities such as parks and recreation areas is fundamental to strengthening communities. In order to address these equity issues, local governments should evaluate the needs of the community, integrate input from the community into the planning process, and educate local residents about the environmental, economic, and social issues related to the cleanup and redevelopment of brownfields.

Community groups advocate for reuses based on their particular interests. For example, environmental groups may push for the creation of community gardens to provide local residents with access to fresh produce. Or, groups in favor of transportation alternatives may promote the creation of greenways to connect commercial and residential destinations.

## **State government**

State government agencies can provide necessary resources and technical assistance to local governments and help them solicit funding from federal agencies. Many state agencies run their own brownfields programs and offer a variety of services and resources. For example, Pennsylvania's Industrial Sites Reuse Program provides grants and loans for brownfield site assessments and cleanup. Ohio's Green Space Conservation Program funds greenspace conservation and creation. Part 201 of Michigan's Natural Resources and Environmental Protection Act holds polluters responsible for contamination, exempts purchasers from liability, and requires notifications of land use restrictions. States also disseminate federal funds to local governments to further federal program goals and objectives of federal programs.

Most states use voluntary cleanup programs (VCPs) to address liability concerns stemming from contaminated properties. Because of fears of liability for cleanup costs and hazards posed to human health and the environment, developers and lenders often stay away from brownfields projects. VCPs aim to limit the liability of prospective purchasers and developers of contaminated sites and to make the cleanup requirements more flexible. Examples of state programs to promote brownfields cleanup and redevelopment and greenspace creation are described in Chapter 3.

### **Federal government agencies**

Many federal agencies promote brownfields redevelopment, land preservation, and community revitalization through programs and funding that are available to local governments and communities. The agencies actively involved in financing brownfields cleanup and redevelopment and greenspace creation include the Environmental Protection Agency, the Department of Housing and Urban Development, the Department of Interior, and the Department of Transportation. The programs administered under these and other federal agencies are described in Chapter 3.

### **Nonprofit and nongovernmental organizations**

Nonprofit organizations have an important role to play in brownfields-to-greenspace projects. Land trusts and land conservation nonprofits are increasingly working with government and community groups to convert brownfields to greenspace. Land trusts are charitable organizations that rely on private donations and government funding to protect urban and rural properties. There are more than 1,200 local or regional land trusts located across all 50 states, and this number is growing. The association of land trusts, Land Trust Alliance, estimates that land trusts have protected approximately 6.2 million acres of open space throughout the United States.<sup>6</sup> Land

trusts are known for their close ties to the communities that they serve. Often they have the resources to act more quickly than public agencies to acquire and protect land resources. These groups may purchase the property outright when public agencies are not able to do so or they may purchase and hold the property until a public agency is able to acquire it from them.<sup>7</sup>

Environmental or land use nonprofit organizations participate in land use decision making and they lend needed expertise, technical assistance, and information resources to local government officials. Organizations such as the Rails-to-Trails Conservancy and the National Center for Bicycling and Walking work to create a nationwide network of public trails from former rails lines and connecting corridors and advocate for bicycle-friendly and walkable communities. The National Recreation and Park Association and the American Academy for Park and Recreation Administration have developed guidelines for local greenspace planning and decision making. These are only a few of the many organizations with technical resources that can be made available to local governments.

### **The private sector**

Investments of capital move projects forward. Private developers, lenders, and investors are often the catalysts for action on brownfields cleanup and redevelopment projects. The private sector seeks to minimize risks on financial investments. When a lender or developer is willing to put its name and money behind a brownfields project, other investors may be convinced of the project's economic viability, and follow suit with funding. In brownfields-to-greenspace projects, the private sector may be involved in revenue-generating projects, such as golf courses and stadiums, or in mixed-use developments where commercial and/or residential development is combined with greenspace. The growing number of federal, state, and local financial incentives available for public benefit developments such as

<sup>6</sup> Land Trust Alliance, <http://www.lta.org/aboutlt/census.shtml>

<sup>7</sup> U.S. Environmental Protection Agency, Environmental Financial Advisory Board and the Environmental Finance Center Network, *A Guidebook of Financial Tools: Paying for Sustainable Environmental Systems*, April 1999.

greenspace is growing. In response, more developers are beginning to pursue greenspace projects.

## **Making a case for greenspace: Challenges and strategies**

While challenges exist in pursuing brownfields-to-greenspace redevelopment projects, fortunately, there are many tried and true financing mechanisms as well as innovative strategies to aid local governments. Discussed below are creative financing strategies that capitalize on the appeal of mixed use developments, means of leveraging private investment in greenspace, and using volunteers in creative ways to get the job done. Environmental hazards on brownfields sites need not weaken the case for reuse as greenspace. As this section explains, the choice of greenspace can be well suited to the site and level of cleanup. Land use controls improve the viability and sustainability of greenspaces. These tools of local government and scenarios that make greenspace creation attractive to rural communities are the final topics addressed in this section.

### **Creative financing strategies**

Although usually not the driving force behind greenspace creation, economic development in the community is often one of its outcomes. Brownfields-to-greenspace projects present a unique financing challenge stemming from their public benefit nature. Implementing development projects with community livability as one of the primary objectives necessitates creativity in putting together financing packages. Using the greenspace for mixed uses can improve the returns realized by developers.

Another workable strategy might be to levy development impact fees on all built structures or on all new impermeable surfaces, and to apply those revenues to the cleanup of brownfields and the creation of greenspace. Or, local governments can create tax incentives for private investments in mixed-use development projects that include greenspace. Since, in this situation, the local government is creating a favorable financial atmosphere for private investment, it can impose

conditions, such as some amount of greenspace to be included with other types of development. These public-private partnerships are particularly effective. Other examples of local strategies as well as the resources available from federal and state agencies, are described in Chapter 3.

### **Leveraging local support**

Local governments are well positioned to use permits and development approvals as *carrots* to encourage private developers to create greenspace. In other words, local government agencies can successfully use greenspace as leverage in exchange for allowing private sector interests to pursue their development goals. Success in these ventures requires coordination and determination at the local, state, and federal levels. Leverage can be applied in numerous ways. For example, in exchange for governmental or community support of a new retail center, private developers may agree to create a public park atop the roof of an underground parking garage. Or a local government might enact land banking practices that would require the developer to purchase a given amount of greenspace (to be preserved in perpetuity) in exchange for every acre of unused land developed.

### **Using volunteers**

Stakeholders must not only contribute to a project's vision, but also be prepared to implement it. To this end, local governments can create favorable financial conditions, and private developers can bring investment into the community. Community groups, while generally not in a position to contribute direct financial assistance, can volunteer their time and physical labor, and make in-kind contributions. For example, for a garden project, the local high school's shop class might build park benches, artists and art students might paint murals, and residents with an interest in gardening might plant beds. In-kind contributions from local businesses are also very useful. A home center might donate lumber and building materials for playground equipment, a gardening store might donate plants and shrubs, and the local sandwich shop might contribute sandwiches for the volunteers. Finally, a large

employer might give its employees paid time off to volunteer on the project. There are many ways in which individuals, community groups, and businesses can contribute to the viability and success of a brownfields-to-greenspace project.

### Matching site and function

There are many different types of end uses for greenspace each of which provides a different level of protection from environmental hazards. As with any brownfield site, unless a property can be cleaned to levels that are safe for unrestricted uses, some level of residual environmental contamination will remain on site. The wide range of potential site uses means that there are many options for restricting exposure to residual environmental contaminants. For example, a site with soil contamination would likely pose little risk to human health if contaminated soils were contained and then capped by a tennis or basketball court. A children's playground or ball field, on the other hand, may be more likely to provide exposure pathways to soil contaminants.

### Land use controls

Controls are necessary to ensure that remedies are maintained and that land uses do not change and become inconsistent with cleanup levels. For example, land use controls (LUCs) would need to be put into place to ensure that digging could not occur on a golf course built upon an engineered cap above contaminated soils. Digging (for example, to fix a sprinkler system) could threaten the integrity of the cap. Land use controls could also prohibit housing on the golf course in future years unless additional cleanup made the site safe for residential use. Not only do they help to maintain current land uses, but LUCs also protect human health and the environment in the event of land use changes in the future. Over time, as local officials who were involved in the project move on to new jobs or as institutional memories fade, keeping track of the land use controls becomes increasingly difficult for local governments. Therefore, redundancy must be built into any land use controls to help ensure their long-term viability.

### Shaping community perceptions

Perceptions about the human health and environmental risks of brownfields influence any redevelopment scenario. Unlike creating greenspace from unused properties, the brownfields status may frighten community members if they are not properly informed or involved in the redevelopment process. Therefore, local officials need to proactively shape perceptions of a brownfields-to-greenspace project through active communications.

Because investment by the local government is often a requirement of greenspace projects, public scrutiny about use of taxpayer funds is likely to be severe. A community-oriented and transparent planning process can help alleviate some of the wariness of community members. Community stakeholders should be involved in planning from the very beginning until the ribbon-cutting ceremony. Information about environmental hazards should be communicated in plain English, rather than in scientific terms. If many members of the community speak a language other than English, oral and written com-

### Land use controls



Land use controls are legal, administrative, or institutional mechanisms—used in tandem with physical or engineering measures—that protect public health and the environment from residual contamination. At former brownfields sites that have not been cleaned to levels safe for unrestricted uses, controls are necessary to ensure that housing is not built on top of contaminated soil, or that contaminated groundwater is not used for drinking water. Land use controls help to balance environmental and health concerns with redevelopment goals. Examples of land use controls include:

- Zoning;
- Deed restrictions;
- Permits for specific development;
- Covenants; and
- Easements.

Source: Beyond Fences: Brownfields and the Challenges of Land Use Controls, International City/County Management Association

munications should be in their language as well. In addition, local officials should ensure that community members understand the environmental conditions through direct one-on-one interactions, by encouraging questions, and by providing plenty of opportunities for input.

Finally, perceptions that greenspace is a “soft” reuse that doesn’t create jobs or housing units may present a challenge to redevelopment. This perception can be overcome if local officials directly address benefits, such as community improvement aspects of the projects and accompanying increases in property values.

### **Rural scenarios**

The abundance of land in rural communities may reduce incentives for local governments and residents to redevelop brownfields and may make it difficult for them to recognize a need for greenspace. A strong argument in favor of brownfields redevelopment is the cleanup of environmental hazards and the resulting reduction of risks to human health. While rural inhabitants may have ready access to scenic vistas and natural surroundings, they may lack designated recreation areas, such as ball fields, or alternative transportation routes such as bicycle trails. Delineated greenspace specifically for recreational or transportation purposes may be recognized as a valuable addition to any rural community.

In a rural community, where the staff and resources of the local government may be in short supply, getting brownfields cleaned up and greenspaces created must be a joint effort. While professional engineering support will be necessary for environmental assessments and remediation, community-based support can then help to get the job done. For example, community leaders or local government officials could organize a

volunteer day in which residents donate their time and elbow grease to build playgrounds, trails, and benches. Because ongoing maintenance requirements for greenspace are likely to be a burden for a rural community that relies on a small number of residents for tax revenues, citizen associations might be enlisted on a rotating basis to contribute time and labor towards maintenance tasks like mowing grass, painting fences, and emptying trash bins. Local high school clubs and sports teams could also provide maintenance support, particularly if the greenspace is in close proximity to the school.

### **Conclusion**

Brownfields present unique opportunities to convert formerly blighted properties into greenspaces that benefit the public in numerous ways. Greenspace creation brings quality of life, environmental, and economic improvements to communities. Greenspaces provide maximum flexibility for reuse of contaminated properties as they can be designed in many different ways. Contamination can be capped, and clean areas can be reserved for playgrounds and other areas where children are likely to come into contact with soils. Unlike other types of brownfields redevelopment that are driven by economic development, greenspace reuse often relies on creative funding strategies and leveraging of resources from both governmental and non-governmental sources. Strategies to address potential challenges presented by brownfields-to-greenspace projects including creative financing, leveraging resources, using volunteers, and open and active communications to address community concerns, all contribute to a project’s success.

