

which requires information sharing between the States and other interested parties. EPA anticipates that solutions to UST liability concerns will emerge between States from the shared experiences and lessons learned.

**30) GSA and EPA will sign a MOU fostering cooperation between brownfields and idle Federal properties.**

GSA and EPA signed a MOU on November 21, 1997. The MOU serves as a coordination tool between the two agencies as they strive to work together on their programs.

**Status**

Complete



**31) EPA will work with two States to conduct Permits Improvement Team Pilots at two Brownfields Pilots.**

No pilots volunteered for this project.

**Status**

Incomplete



**32) EPA will maintain the Smart Growth Network to promote mechanisms and strategies for urban infill and revitalization developed by multi-stakeholders.**

EPA, along with over 20 other organizations, actively participates in the ongoing activities of the Smart Growth Network (SGN), including meetings, community-based projects, and research. EPA also provides funds to other organizations for the SGN functions they perform. For example, the Urban Land Institute receives a small grant to organize and hold the annual “Partners for Smart Growth” conference; the Sustainable Communities Network receives funding to run and maintain the SGN website; and ICMA receives funding to coordinate the SGN membership program (currently, over 450 members).

One purpose of the Smart Growth movement is to change current development patterns and end subsidies that promote urban sprawl. As such, SGN works to provide alternatives and incentives that promote infill development and revitalization of existing communities, lessening sprawl. The SGN has several mechanisms for disseminating the smart growth message and providing stakeholders with tools and information that will illuminate the economic, environmental, and social trade-offs of various development options. The annual conference, “Partners for Smart Growth,” had over 1,200 attendees last year and is expected to draw more attendees this year. The SGN website, maintained by the Sustainable Communities Network, provides information to the general public as well as to SGN members and partners. The membership program, run by ICMA, generates reports, pamphlets, videos, and a bimonthly newsletter to inform and educate SGN members.

All SGN Partners participate in quarterly (sometimes more frequent) SGN Leadership Committee meetings to coordinate activities. Furthermore, a list server of SGN Partner organizations has been developed, and a Partners portion of the website is now in operation to facilitate communications between Partners. SGN has generated brownfields-related documents, invests regularly in projects that promote brownfields redevelopment, and includes brownfields issues in materials/information (e.g., newsletter) regularly distributed.

**Status**

Complete



**33) EPA/Office of International Activities will work with multilateral organizations (e.g., Organization for Economic Cooperation and Development (OECD) and ICMA) to share unique international approaches and experiences with Brownfields Pilots.**

EPA’s Office of International Activities (OIA) has accomplished this commitment to the Action Agenda by partnering with private foundations, as well as with Federal, State, and local entities, such as the International City/County Management Association (ICMA),

**Status**

Complete



Organization for Economic Cooperation and Development (OECD), the Pratt Institute for Community and Environmental Development Exchange, the Toronto Waterfront Regeneration Trust, the Center for Clean Air Policy, and the Toronto Waterfront Regeneration Trust. EPA also has a cooperative agreement with OECD through OIA. In addition, OIA has a cooperative agreement with the Waterfront Revitalization Trust in Toronto, Canada.

EPA coordinated trans-Atlantic partnerships between Pilots and European cities (Buffalo, NY, and London; Amsterdam and Niagara Falls, NY; Detroit/Wayne County, MI, and Leuna, Germany; and Chicago, IL, and Emscher Park, Germany). For example, in Leuna, the Mayor sponsored an international brownfields exchange during which ideas were solicited from American brownfields stakeholders. The German city was concerned with maintaining its historical and cultural identity while still providing jobs. The international brownfields exchanges, funded under EPA's cooperative agreement, began in October 1998; the latest meeting was in Toronto in April 1999. Over 250 people attended the Buffalo exchange.

In addition, EPA's cooperative agreement with ICMA funded four case studies: Emscher Park, Germany; Toronto Waterfront Regeneration Trust Case Study, Canada; Westergasfabriek Case Study, Amsterdam, The Netherlands; and Groundwork Trust Case Study, Birmingham, United Kingdom. All four case studies are posted on the EPA web page. The case studies include a discussion of lessons learned and innovative redevelopment methods.

#### **34) HUD and EPA will issue a Joint Study on Redevelopment of Brownfields.**

#### **Status**

Complete



The commitment was fulfilled in February of 1998. The joint study, "The Affects of Environmental Hazards and Regulation on Urban Redevelopment," found that environmental contamination is not the only impediment to brownfields redevelopment. Social and economic issues, as well as the financial soundness of a project, also influence the redevelopment process. Representatives from HUD indicated that the study is used primarily as an outreach and communications tool, providing information regarding the availability of HUD and EPA brownfields programs and activities.

#### **35) DOI/Park Service and EPA Memorandum of Understanding will link Brownfields Pilots activities with Park Service activities to create more attractive and sustainable communities.**

#### **Status**

Complete



EPA's Office of Solid Waste and Emergency Response and the Department of the Interior's National Park Service (NPS) (Rivers, Trails, and Conservation Assistance Program) signed a Memorandum of Understanding (MOU) on July 26, 1996. On June 20, 1997, EPA and NPS entered into an interagency agreement (IAG) to implement the Groundwork Trust model, which has been used successfully in other countries to reclaim derelict land for economic development, conservation, and recreation. The Groundwork Trust model is based on the following objectives:

- Sustainable improvements to the physical environment;
- Education and community involvement;
- Integration of the economy and the environment;
- Conservation of natural resources; and
- Development of a nationally-replicable model to assist other cities' development of long-term sustainability programs.

In 1997, through the IAG, funds were provided to start up Pilot Trusts in Bridgeport, CT, and Lawrence, MA, to build the capacity of those communities to undertake projects which reuse brownfields for community benefit. In 1998, additional funds were provided through the IAG to help establish Groundwork Trusts in three additional communities—Concord, NH; Somerville, MA; and Yonkers, NY.

Providence, RI was designated as a third Pilot based on the initiative of the City and Keep Providence Beautiful, a local nonprofit; however, it does not receive funding through the IAG.

Over the last few years, the Groundwork model has resonated with local activists; community leaders; city, state, and federal agencies; and local businesses as they search for a better way to undertake sustainable improvements to their communities' physical environments. The existing Pilots have formed a network under "Groundwork USA" which will share information on how to start such projects in other communities, celebrate and share successes, and serve as a role model for similar ventures across the United States. In addition, the projects have strengthened and deepened community roots in the early groundwork efforts, and show some potential for long-term sustainability to tackle brownfields and quality of life issues in an ongoing manner.

## Success Story

### Groundwork Bridgeport (Bridgeport, CT)

With involvement of partners such as the West Side Community Council, the City of Bridgeport, West Side businesses, and concerned residents, the Maplewood School Playground was transformed from an asphalt-covered schoolyard into a safe playground and outdoor space.

### Groundwork Lawrence (Lawrence, MA)

A privately-owned three-acre parcel will soon be converted into a riverfront park for public use, bringing sustained regeneration, improvement, and management of the physical environment to the city. Located along the Merrimack River, the lot has been vacant for several years and likely contaminated with hazardous chemicals. The property, owned by Ferrous Technology, Inc., will complement the city's plan to build parks along the Spicket and Merrimack Rivers. Partners in this effort include Ferrous Technology, the Merrimack River Watershed Council, the City of Lawrence, and other local businesses and residents.

**36) The Trust for Public Land (TPL) and EPA will, in accordance with their MOU, bring TPL's expertise in securing public greenspaces to Brownfield Pilot communities. They will select three cities for initial collaboration.**

### Status

Complete



TPL and EPA signed their MOU in March 1997, and have since selected three cities—Boston, MA; Los Angeles, CA; and Dallas, TX—for initial collaboration. These cities were already priority sites for TPL, but were selected for a variety of reasons, including networking and leveraging prior relationships with EPA and local officials. Chosen sites in the cities are located around the EPA Brownfields Pilot, but they are not the focus of Pilot activities.



# Federal Housing Finance Board

## Background

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The Federal Housing Finance Board (FHFB) is responsible for regulating the Federal Home Loan Bank (FHLBank) System to ensure the safety and soundness of the 12 FHLBanks and the accomplishment of their housing and community lending mission. The FHLBank System lends money to private financial institutions, such as thrifts, commercial banks, and credit unions, to support the nation's housing and community development needs. The FHLBank System now has over 7,000 financial institution members and has an asset base of over \$400 billion. By borrowing money at the FHLBank System interest rate, member and designated nonmember institutions can offer lower rates to their borrowers.

The FHLBank System was originally designed to support housing mortgages by requiring savings and loan institutions to be members. In 1989, with the passage of new legislation, the FHLBank System began granting membership to commercial banks, savings and loans, and other types of financial institutions, such as credit unions. This change facilitates the institutional mission of the FHLBank System to support not only home mortgages but also rural and urban economic development. As a part of this focus on economic development, FHFB and the FHLBank System is supporting brownfields redevelopment.

## Partnership Role

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The FHFB and the FHLBank System represent the private-sector banking portion of the Brownfields Initiative by encouraging its affiliated banks to help provide money to members, offering them favorable terms for brownfields projects.

## Commitment

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**Because FHFB was not an original member of the Brownfields National Partnership when it was initiated in 1997, no specific commitments to the Partnership were made. However, FHFB is a committed participant and advances the Brownfields Initiative through its programs.**

Although the FHFB made no specific commitment to the National Partnership when it was initiated in 1997, it is able to work in a regulatory capacity to mobilize FHLBanks and member institutions to support brownfields redevelopment. One example of the way the FHFB is focusing the FHLBanks on brownfields redevelopment is through Community Investment Cash Advance (CICA) programs. Issued in December 1998, the new rule allows the FHLBanks to loan money to members and nonmembers for targeted development, such as brownfields. These funds may be used for any type of action, such as site assessment or remediation, as well as construction and permanent financing. The CICA program's final rule "establishes a general framework whereby the [FHL] Banks may offer CICA programs to provide advances to members and nonmember borrowers, who in turn can finance housing and economic development projects or address unmet economic development credit needs" (63 FR 65547, November 27, 1998). Among these targeted beneficiaries are projects "located in an area [that] involves propert[ies] eligible for Brownfields Tax Credits."

Through their financial institution members, FHLBanks also offer AAA-rated standby letters of credit that can be used as part of brownfields redevelopment strategies. For example, they may be used as security for public linked deposit programs, as alternatives to performance bonds, or as credit enhancement for housing bonds. Letters of credit used in brownfields developments may qualify for more flexible collateral treatment than the FHLBanks require for advances (loans) to members. The U.S. Conference of Mayors and the FHLBank System formed the Mayors and Bankers Task Force to develop broad community investment strategies.

A major work of the Task Force is to highlight efforts in cities across the country that represent the variety of brownfields projects and the variety of financing tools available. Approximately 50 cities have been selected to participate in the project, with cities from each of the 12 bank districts planning to participate. The following cities have provided preliminary insights:

<b>FHLBank of Atlanta</b> <ul style="list-style-type: none"> <li>• Clearwater, Florida</li> <li>• Miami-Dade, Florida</li> <li>• Macon, Georgia</li> <li>• Winston-Salem, North Carolina</li> <li>• Baltimore, Maryland</li> </ul>	<b>FHLBank of Boston</b> <ul style="list-style-type: none"> <li>• Lynn, Massachusetts</li> <li>• Boston, Massachusetts</li> <li>• Providence, Rhode Island</li> <li>• Bridgeport, Connecticut</li> <li>• New Haven, Connecticut</li> </ul>	<b>FHLBank of Chicago</b> <ul style="list-style-type: none"> <li>• Chicago, Illinois</li> <li>• Rockford, Illinois</li> </ul>
<b>FHLBank of Cincinnati</b> <ul style="list-style-type: none"> <li>• Akron, Ohio</li> <li>• Dayton, Ohio</li> <li>• Cincinnati, Ohio</li> <li>• Toledo, Ohio</li> <li>• Knoxville, Tennessee</li> </ul>	<b>FHLBank of Dallas</b> <ul style="list-style-type: none"> <li>• New Orleans, Louisiana</li> <li>• Jackson, Mississippi</li> <li>• Austin, Texas</li> <li>• Dallas, Texas</li> <li>• Fort Worth, Texas</li> <li>• Houston, Texas</li> </ul>	<b>FHLBank of Indianapolis</b> <ul style="list-style-type: none"> <li>• Elkhart, Indiana</li> <li>• Fort Wayne, Indiana</li> <li>• Hammond, Indiana</li> <li>• Dearborn, Indiana</li> <li>• Detroit, Michigan</li> <li>• Jackson, Michigan</li> </ul>
<b>FHLBank of New York</b> <ul style="list-style-type: none"> <li>• Elizabeth City, New Jersey</li> <li>• Newark, New Jersey</li> <li>• Trenton, New Jersey</li> <li>• Buffalo, New York</li> <li>• Glen Cove, New York</li> </ul>	<b>FHLBank of Pittsburgh</b> <ul style="list-style-type: none"> <li>• McKeesport, Pennsylvania</li> <li>• Philadelphia, Pennsylvania</li> <li>• Wilmington, Delaware</li> </ul>	<b>FHLBank of San Francisco</b> <ul style="list-style-type: none"> <li>• Palo Alto, California</li> <li>• Los Angeles, California</li> <li>• San Diego, California</li> <li>• San Francisco, California</li> </ul>

Also, the U.S. Conference of Mayors, in conjunction with FHFB, published a report documenting Task Force findings: *Mayors and Bankers Task Force: Community Updates*. Specifically, the report details the findings of the Mayors and Bankers Task Force’s investigation on local-level issues related to the redevelopment of brownfields. According to FHFB Chairman Bruce Morrison, "Federal Home Loan Bank financing tools can be a centerpiece of a Brownfields redevelopment program."

## Additional Actions

### ✓ Brownfields Publications

The FHFB published the following article in *Building Blocks*, its quarterly publication for practitioners in the affordable housing and community development fields: *FHLBank System, Mayors Sponsor Summit on Brownfields Lending: Scarred Land Offers Opportunities (Vol. 6 No. 4: June 1998)*

## Accomplishment

Based on the belief that economic development is first a local issue, the FHFB has fostered a partnership with the U.S. Conference of Mayors. Brownfields is the focal point of the partnership, which seeks to empower financial institutions to play leadership roles in economic development. At the center of this coordinated effort is the Mayors and Bankers Task Force which developed out of the June 3, 1998, Brownfields Summit, convened by the FHL Bank System and the Conference of Mayors to explore bank financing of brownfields projects. A Task Force document, entitled "Mayors and Bankers Task Force: Community Updates," highlights the involvement of member banks in the successes of selected cities' brownfields projects. This document stated "a major work of the task force is to highlight efforts in cities across the country that represent the variety of Brownfields projects and the variety of financing tools available."<sup>1</sup>

<sup>1</sup> Federal Housing Finance Board, "Mayors and Bankers Task Force," (No Date).

## Success Story

Groundbreaking on a "First Tee" golf complex has begun at a brownfields site in Hammond, IN thanks to public funding, charitable donations, and a \$1 million FHLB loan. The First Tee is a nationwide initiative of the World Golf Foundation dedicated to providing affordable golf access to those who otherwise might not have an opportunity to play, with special emphasis on youth. The site, which was formerly used to dispose of slag and bottom ash from steel furnaces, will feature an 18-hole public course, 9-hole First Tee youth course, driving range, practice area, and separate club houses for the public and First Tee facilities. In addition to the FHLB loan, a \$100,000 capital grant was provided by the World Golf Foundation, a \$75,000 grant was provided by the U.S. Golf Association, and the State of Illinois contributed \$9,000. The youth course is scheduled to open by the fall of 1999 and the 18-hole course will open in 2000. Officials estimate 35,000 rounds of golf annually for the facility.



# General Services Administration

## Background

The General Services Administration (GSA) is one of the three central management agencies in the Federal government, along with the Office of Personnel Management and the Office of Management and Budget. The Agency provides managed space, supplies, services, and solutions to enable Federal employees to accomplish their missions. GSA consists of three services: Information Technology (IT); Federal Supply Service (FSS); and Public Buildings Service (PBS). IT oversees telecommuting centers and Federal child care centers, and FSS manages the Federal motor vehicle fleet and oversees personal property issues. PBS serves as a builder, developer, lessor, and manager of Federally owned and leased properties. As such, PBS provides a full range of real estate services, including real estate brokerage, property management, construction and repairs, security services, property disposal, and overall portfolio management. PBS also handles all of the Agency's brownfields projects.

GSA maintains 31 landholding agencies, 1,800 Federally-owned buildings, and 4,000-Federally leased buildings. As landlord and holder of real estate for the Federal government, GSA recognizes the importance of cleanup and reuse of brownfields properties as a catalyst for positive change in urban areas. Property use shapes how people live and work, and can serve to provide jobs and an income base. Because Federal property is woven into the fabric of the nation's centers, GSA believes that its potential should be maximized to provide the best service to the community. To do so, GSA has committed to review and identify underutilized Federal properties.

## Partnership Role

GSA reviews and identifies underused Federal properties that are potentially available for brownfields redevelopment.

## Commitment

### 1) GSA will identify Federal brownfields properties in 12 project locations and match-related redevelopment efforts.

While originally committed to identifying Federal brownfields properties in 12 project locations, GSA expanded its search to 38 project locations (including the Territory of Puerto Rico and the Eastward Ho! project in the Everglades region), due to the overwhelming response to this commitment. Of the 38 project locations, 35 are EPA Brownfields Pilots. The project locations include:

Current Project Locations				
• Albuquerque	• Anchorage	• Minneapolis	• Detroit	• Phoenix
• Atlanta	• Columbus	• New Orleans	• Everglades	• Pittsburgh
• Baltimore	• Indianapolis	• Portland	• Houston	• Puerto Rico
• Boston	• Jacksonville	• Providence	• Kansas City	• St. Louis
• Chicago	• Las Vegas	• Salt Lake City	• Los Angeles	• San Diego
• Cleveland	• Louisville	• San Francisco	• New York	• Seattle
• Dallas	• Memphis	• St. Paul	• Oakland	
• Denver	• Miami	• Trenton	• Philadelphia	

GSA has entered into a dialogue with local planners, economic development officials, and environmental groups from each of the project locations to learn if local redevelopment efforts may be bolstered by the

## Status

Complete



In Progress

Incomplete

inclusion of surplus Federal holdings. GSA has been able to integrate various information sources from the Federal, State, and local levels, incorporating data on surrounding land uses, market indicators, environmentally affected properties, and demographics. The result is a relatively detailed profile of each project location, allowing both GSA and the locality to effectively determine which underutilized Federal properties may best serve local redevelopment objectives.

**2) GSA will provide \$1 million to fund environmental assessments on Federal properties to expedite potential brownfields redevelopment.** **Status**

Complete



GSA has obligated \$1 million to fund environmental assessments on Federal properties. Though funds have been and are being expended, GSA does not have a precise record of the total funds expended to date. The goal of this funding process is to “move properties” to make them available for redevelopment where they will be more fully and sustainably used. Generally, the funds support sites where the lack of certainty regarding environmental contaminants is a barrier to cleanup and redevelopment. GSA has established some broad criteria to use when determining which sites will receive the funding. For example, GSA looks at the highest demand for environmental assessment, the likelihood of redevelopment, and community needs and interest level. Also, GSA prefers to target smaller assessment projects in hopes that the funding will be a catalyst for even greater impact over time. The funding is available only for Federally owned disposal candidates and can only be used for assessment work, including all preliminary activities up until actual cleanup (*e.g.*, cleanup planning). GSA provides funds on an ongoing basis, but as GSA has noted, “the process of disposal doesn’t happen overnight.” Thus, it is difficult to see the immediate effects of these funds on brownfields. Also, since project implementation and funding use often change, the obligations for expenditures are difficult to track. For this reason, it is difficult for GSA to estimate the funding amount that has been spent.

**3) GSA and EPA will sign a Memorandum of Understanding (MOU) fostering cooperation between brownfields and idle Federal properties.** **Status**

Complete



GSA and EPA signed an MOU in November 1997. In the MOU, the agencies agreed to work together to coordinate policies and activities in support of brownfields assessment and cleanup, community revitalization, and economic redevelopment efforts. Specific agreements, such as the MOU, help in identifying and implementing actions (*e.g.*, technical assistance, review and assessment of Federal properties for brownfields potential) that can link brownfields activities with economic development and neighborhood revitalization. Agreements also support the development of performance measures and benchmarks for programmatic initiatives. For GSA, this commitment is Agency-wide, involving all three services—IT, FSS, PBS.

## Additional Actions

### ✓ National Team of Specialists

GSA has formed a National Team of Specialists from regional offices—in Kansas City, MO/KS; Chicago, IL; Atlanta, GA; Boston, MA; San Francisco, CA; Ft. Worth, TX; and Auburn, WA—that meets annually with headquarters staff and maintains constant communication. Contacts from this team also attend community meetings to keep abreast of issues relevant to brownfields and GSA activities. These brownfields real estate specialists serve as the liaison for the disposal of Federal brownfields properties within their regional boundaries, working closely with the local officials to ensure that property transfers are executed effectively and efficiently.

### ✓ Facilitation of Brownfields Cleanup and Redevelopment

In keeping with its mission to manage Federally-owned and leased properties, GSA has undertaken several steps to facilitate brownfields cleanup and redevelopment. For example, GSA has designated a

brownfields real estate expert in each of its regional offices. Those specialists now meet with local environmental officials in addition to local planning and economic development officials. Upon suggestion from the local representatives, GSA now meets with the community much earlier in the property disposal process to better understand a community's needs.

In addition, GSA has developed a geographic information system (GIS) that incorporates data regarding properties in the Federal inventory. GSA partners with the local representatives to add supplemental information (e.g., EZ/ECs, tax increment financing districts, urban renewal zones) to target the property redevelopment process. In many instances, GSA has discovered that this GIS tool, along with prior communication with the local representatives, has greatly expedited property transactions.

For example, GSA estimates that early communication and use of GIS in Los Angeles, CA, expedited the transaction of Federal property for reuse by 18 to 20 months. In Los Angeles, GSA examined the 80 Federal properties within EZ/ECs to determine those properties considered "mission critical." Mission-critical properties are then categorized into either the GSA disposal or utilization inventories. Once a disposal or utilization candidate is identified, like Los Angeles' former Naval training facility, GSA discusses redevelopment plans for selected sites with the community and explains the process of property disposal and subsequent property utilization. Depending upon the city's redevelopment focus for its sites, some Federal partners are included in these discussions (e.g., HUD, DOL, EDA).

## ✓ Showcase Community and Conference Support

A member of the Interagency Working Group, GSA has been involved in the Showcase Community selection process and in EPA Assessment Demonstration Pilot panel selections. GSA has also been active in national forums on brownfields and sustainable development issues. In addition to participating in the National Brownfields Conferences, GSA led a panel group with representatives from Dallas, TX, and the Eastward Ho! project, near the Everglades in Southeast Florida.

## Success Story

GSA has been able to leverage its mission as the manager of Federally owned and leased properties to promote brownfields redevelopment across the country. One of GSA's successes is found at the 3800 York Street site in Denver, CO. This site was originally built to house U.S. Army medical supplies during World War II. Asbestos-containing materials were used in the building's construction, and PCBs were used in the electrical transformers. In 1977, GSA conveyed the property to the Denver Public School System at a 100 percent public benefit discount. Eventually, the building fell into disrepair, and the Denver Urban Redevelopment Authority (DURA) purchased the site in 1998 through a negotiated sale with GSA—with the understanding that required cleanup of PCBs had been completed. Federal agencies such as HUD, DOL, EDA, and the Denver Office of Economic Development had grants for redevelopment, but could not give this assistance until DURA owned the site. Thus, GSA was the link between the city and the agencies in fostering the cleanup and redevelopment of this site. GSA has not only funded much of the site cleanup, but also worked with EPA to facilitate and expedite the assessment and cleanup and regulatory review process.



# Hazardous Materials Training and Research Institute

## Background

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Established in 1987 by two Iowa community colleges active in environmental health and safety training and education, the Hazardous Materials Training and Research Institute (HMTRI) promotes worker safety and a clean, safe environment through education and training. HMTRI operates through a consortium of community colleges and has been involved in the Brownfields movement from its outset. HMTRI organizes its Brownfields work into three areas. The first is the HMTRI Brownfields Job Development Initiative, which includes curriculum, job development, and technical assistance programs. The second area includes academic programs, which are coordinated with the National Science Foundation through the Advanced Technology Environmental Education Center (ATEEC). Finally, through its Community College Consortium for Health and Safety Training (CCCHST), HMTRI carries out an environmental health and safety training program for local instructors in association with the National Institute of Environmental Health Sciences (NIEHS).

## Partnership Role

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HMTRI supports the Brownfields Initiative by assisting academic institutions, community-based organizations, governmental entities, and other brownfields stakeholders with the establishment of local job development initiatives.

## Commitment

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- 1) **HMTRI will work with community colleges to develop environmental job training programs and expand this effort to at least 100 pilot communities.**

HMTRI's brownfields work focuses on increasing the capacity of local job developers and trainers. Through this effort, over 100 job development programs have been established. The components of HMTRI's brownfields work include:

- Leading eight technical assistance job development workshops attended by over 280 invited participants from brownfields communities. The participants represented community colleges, universities, trade schools, community-based organizations, and government entities. The objective of these ongoing workshops is to assist in establishing job development programs that will allow local residents to share in brownfields employment opportunities.
- Conducting a technical assistance workshop for grant recipients associated with the Brownfields Training Grant initiative. The workshop assisted training grantees to facilitate the establishment of local training and environmental job development programs.
- Creating training materials to assist local job developers in understanding brownfields-related issues. While working with the National Science Foundation as part of ATEEC, HMTRI produced learning exercises and technical materials necessary for a comprehensive environmental training and job development program.
- Finally, HMTRI provided train-the-trainer services in topic areas related to brownfields remediation activities. As part of its CCCHST work, HMTRI, in conjunction with the NIEHS, developed hands-on environmental health and safety training for local instructors servicing brownfields communities.

## Status

Complete



In Progress

Incomplete

## Success Story

The Clearwater, FL, Assessment Pilot received a \$144,000 job training grant from EPA to develop a brownfields training program. The program is designed to train individuals from the community for jobs associated with the Clearwater Brownfields redevelopment effort. In Clearwater, HMTRI supported the development of the training curriculum both through regional job training forums and in direct consultation with training grantees. The program graduated its first 11 individuals in Spring 1999.



# The Institute for Responsible Management

## Background

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The Institute for Responsible Management (IRM) is a nonprofit organization originally chartered to achieve effective collaboration and cooperation between the public and private sectors on public policy issues relating but not limited to environmental, public safety and health concerns. Over time the Institute has evolved to focus more exclusively on brownfields issues, as demonstrated by the Institute's motto: "Charting and Facilitating the Brownfields Transformation."

## Partnership Role

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Within the context of its cooperative agreement with U.S. EPA, the Institute conducts research on the EPA Brownfields Assessment Pilots and supports their efforts through exchange of information and ideas generated through the research. IRM also collaborates with a wide range of agencies and organizations in addressing aspects of brownfields redevelopment.

## Commitment

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### 1) IRM will develop a "progress" tracking matrix for Brownfields Pilots.

The Brownfields Pilot Matrices give detailed information on each pilot's unique "brownfields experiment," focusing on the pilot's "hypothesis" for action and how that is actualized in the pilot's work. It clarifies impacts, successes and lessons learned. The matrices are used by the broader national brownfields community as an important reference and data source.

**Accomplishments:** As of June 1999, 86 pilots matrices are completed, with 40 more in process. Matrices are used by the broader national brownfields community as an important reference and data source. The IRM commitment to the National Partnership Action Agenda extends beyond the Brownfields Pilots Matrices to conduct and disseminate research on the EPA Brownfields Assessment Pilots. The projects and activities that are part of IRM's research approach include field visits to the pilots, Dialogue Conference Calls, a brownfields resource web site, the IRM Brownfields Pilot Newsletter, targeted issue conference calls, limited issue studies, a "Pilots' Own Database" of innovative pilot practices, and an annual conference for the EPA Brownfields Pilots.

#### ✓ Field Visits to the EPA Brownfields Assessment Pilots

Information is gathered through direct interaction with the Pilot managers and other stakeholders. Lessons learned from the greater pilot community are communicated, and then comments and guidance based on research are provided.

**Accomplishments:** 171 pilots visited once, 36 visited twice as of June 1999.

#### ✓ "Dialogue" Conference Calls

These monthly, nationwide single issue conference calls are targeted to the EPA Brownfields Pilots Community. As a whole the topics provide a balanced, responsive and realistic research agenda that serve brownfields redevelopment policy and practice.

**Accomplishments:** As of June 1999, 33 "Dialogue" Conference Calls have been held. Frequently, between 80 and 100 individuals participate in a call. Sessions are recorded on audio tape, and presentation materials are posted on IRM's web site.

## Status

Complete



In Progress

Incomplete

### ✓ **Brownfields EPA Pilot Newsletter**

The newsletter is distributed to the entire EPA Brownfields Pilot community (local, state, federal, and Tribal), and to others requesting copies.

**Accomplishments:** 6 issues published since 6/96. Copies sent to each of the 726 contacts on IRM's mailing list.

### ✓ **Annual conference for the EPA Brownfields Pilots**

This is an opportunity for EPA Brownfields Pilots from all States and Tribal Nations to get together to share experiences and explore key issues.

**Accomplishments:** Annual Pilot Conferences 1995, 1996, 1997, 1998. The attendance was 25, 120, 130, 172 respectively, paralleling the growth of pilot grantees. The 6/94 Conference on State Brownfields-related practice in Baltimore, MD had 28 participants. A report has been published.

### ✓ **IRM Web Site**

The IRM Web Site at <http://www.instrm.org> is specifically designed to link the pilot community to brownfields resources throughout the United States and to make resources and information which IRM has developed to facilitate pilot efforts readily available in electronic form. It contains IRM Dialogue Conference Call materials, issues of IRM's newsletter, Pilots' Own Database, IRM Pilot Matrices, and special topic resource lists developed by IRM. It also provides direct links to all active pilot web sites, to state brownfields/voluntary cleanup legislation, to EPA and other federal agency brownfields-related web sites.

**Accomplishments:** The site received 102,597 hits in the first five months of 1999, making the monthly 1999 average 20,519.

### ✓ **Targeted issue conference calls**

IRM organizes conference calls/focus groups among EPA Brownfields Pilots and other brownfields entities to identify aspects of a specific shared issue, explore different approaches, and further define IRM's interactive research targets and agenda.

**Accomplishments:** Two recent calls that involved 22 participants discussed the latest developments in eco-industrial parks and networks, institutional controls, small municipality and rural brownfields issues. Another two conference calls, with a total of eight participants, discussed strategies for managing tax delinquent brownfield sites. Other conference calls have been held or are planned; IRM develops and updates a list of resources for small and rural jurisdictions as a result of these calls.

### ✓ **Limited issue studies**

Topics are identified either through IRM's pilot matrix process or by request from the EPA Brownfields pilot community.

**Accomplishments:** Results of the studies are disseminated through IRM's broad array of products and processes. Topics include: State/Municipality Interaction in Brownfields; Models of Financing Redevelopment Strategies; Area vs. Scattered Site; The "Fortune 500" and Brownfields; and Small Municipality and Rural Area Issues.

### ✓ **Pilots' Own Database**

The Pilots' Own Database is designed as a reference tool for all pilots. It details "innovations" and "discoveries" (brief descriptions of products, methods, programs, accomplishments) is organized by subject, and provides contact information. **Accomplishments:** Hard copies of the Pilots' Own Database have twice (the original and a subsequent updated version) been distributed to the Pilots and to EPA headquarters and regional offices. The database is also located on IRM's web site and includes active links to the contact resources. Between 10/1/97 and 6/10/99, the Pilots' Own Database web area received 58,846 hits.

## ✓ Facilitate Interactions with Individual Pilots

Brownfields pilot leaders often contact IRM for information about a particular issue or problem they are working to solve.

**Accomplishments:** IRM handles over 100 research requests from pilots and other brownfields stakeholders each year. Callers have commented: “This is the most useful discussion I’ve had with anyone about brownfields since we got the grant,” and “I wish I had called IRM a long time ago,” and “I had no idea you would get back to me with all this information so fast,” and “Those people you referred me to were great.”

## Background

Founded in 1914, the International City/County Management Association (ICMA) is a professional and educational association of approximately 8,000 appointed local government executive administrators. Drawn from within the United States and abroad, members include chief executive administrators and their staff and represent a diverse group of local governments.

ICMA's overall mission is to enhance the quality of local governments and support and assist the professional development of its members. Within ICMA's Research and Development Department, the Economic Development program focuses on development issues associated with military bases and Superfund and Brownfields sites through information sharing, research, technical assistance, and partnership development.

## Partnership Role

ICMA, in its role as a Brownfields resource to its members, tracks member successes, obstacles, lessons learned, and develops case studies on Brownfields redevelopment.

## Commitment

- 1) ICMA will distribute a resource tool kit on Brownfields to local governments.

The creation of the resource tool kit was a component of ICMA's first cooperative agreement with EPA (1993-1997) and took the format of a comprehensive text, entitled *Brownfields Redevelopment: A Guidebook for Local Government & Communities*. The Guidebook was developed during 1996 and 1997 in collaboration with the Northeast Midwest Institute (NEMW). It is disseminated to all Brownfields Pilot sites upon gaining pilot status, to interested communities and local governments at ICMA conferences, Brownfields workshops, and other events, and through ICMA's publication catalog. All proceeds from the sale of the Guidebook go to maintaining and updating its content.

Originally unveiled at the Brownfields '97 Conference, over 1,100 copies of the Guidebook have been distributed in book format and 60 copies in CD-ROM format. Local government officials use the Guidebook to help educate groups in both public and private sectors, including community groups, environmental justice groups, and departments within the local government. In addition, the CD-ROM format of the Guidebook was designed so that the graphics and photos could be used for training and informational presentations.

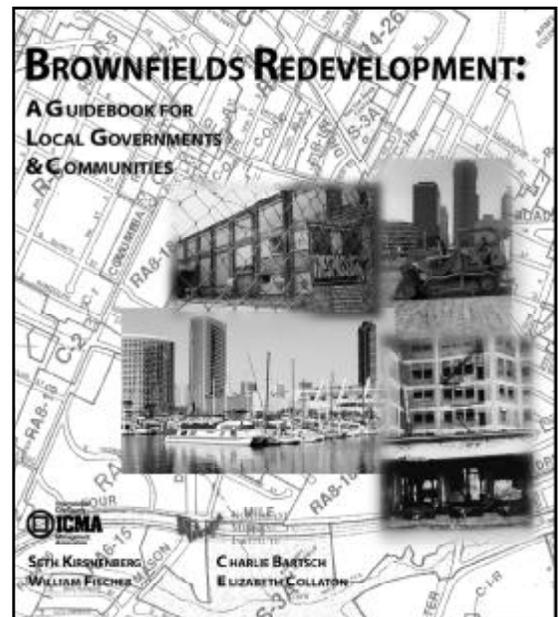
## Status

Complete



In Progress

Incomplete



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## Additional Actions

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### ✓ **Brownfields Conference Support**

ICMA's support of the annual Brownfields Conference is part of the Association's second cooperative agreement with EPA. In their conference support role, ICMA administers the Brownfields scholarships, coordinates the exhibit hall, and fields a number of the panels that present during the Conference.

### ✓ **Peer Exchange Program**

The Peer Exchange Program, an effort by ICMA to focus on Brownfields research, matches cities with similar characteristics or needs (i.e., community involvement/marketing issues) to promote information sharing between cities with different levels of experience in Brownfields redevelopment. ICMA recently released its research report, "Beyond the City Limits—Best Practices from ICMA's 1998 Brownfield Peer Exchanges."

### ✓ **Showcase Communities Case Studies**

ICMA, together with NEMW, is conducting a multi-year research effort to document lessons learned and innovative problem solving strategies used by the 16 Brownfields Showcase Communities. An important product of ICMA's Case Studies work is a series of research updates entitled "Brownfields Innovations," which is published quarterly.

### ✓ **Institutional Controls Research**

The goal of ICMA's research on Institutional Controls is to increase the capacity of local governments to use Institutional Controls effectively after site remediation. ICMA's work in this area includes a survey of State/local coordination with respect to Institutional Controls and the joint sponsorship of the State and Local Research Forum on Institutional Controls, held on September 28 and 29, 1998.

### ✓ **International Brownfields Case Studies**

To remain abreast of Brownfields international developments, ICMA performed research to support the development of four case studies on issues in Germany, England, Canada, and the Netherlands. ICMA's report entitled "International Experiences in Brownfields Integration and Collaboration," a culmination of this research project, is available through ICMA or the Internet at <http://www.epa.gov/swerosps/bf/internat.htm#case>

### ✓ **Local Government Coordination**

ICMA's work on local government coordination focuses on two areas: 1) the success factors for making Brownfields coordination effective; and 2) a series of four case studies on how the varying size of Brownfields cities affects the organization and implementation of Brownfields work. ICMA recently released the research report "Putting the Pieces Together—Local Government Coordination of Brownfields Redevelopment."

### ✓ **Base Reuse Consortium**

This consortium performs research on topics pertinent to communities affected by base closure and reuse; the majority of reuse efforts involve Brownfields.

### ✓ **Revised Edition of Brownfields Guidebook for Local Governments**

So that local governments have the latest information to help them make redevelopment decisions in the quickly evolving brownfields industry, ICMA is updating its acclaimed "Brownfields Redevelopment: A

Guidebook for Local Government & Communities" research report. The revised edition of the Guidebook will contain information on the newest environmental insurance products available to help secure brownfields deals, tools to help local governments plan and carry out their programs, best practices, and other management information.

### ✓ **Model Environmental Justice Strategic Plan for Brownfields**

Working with the City of Clearwater, FL, ICMA is researching the factors influencing environmental justice in brownfields cleanup and redevelopment projects. ICMA is capturing the research findings in a model strategic plan that will provide local governments with tools to incorporate environmental justice concerns into their land use and environmental decision-making. The model strategic plan effort represents a consensus-based approach, conceived and developed through a series of working sessions with city, county, and community representatives.

### ✓ **Air/Brownfields Partnership Pilot**

ICMA is working with EPA, the Economic Development Administration, the Chicago Department of the Environment, the Delta Institute, and the U.S. Conference of Mayors to research the ways in which land use decisions can achieve the goals of improving air quality and developing local economies through brownfields redevelopment. Simultaneously, ICMA is focusing its research specifically on the city of Chicago's Clean Air/Brownfields Partnership Pilot.

### ✓ **Research of Vacant Properties**

Portland, OR played host to ICMA's first site visit to research the revitalization of vacant and abandoned properties. Much of the research ICMA conducted focused on the Albina neighborhood, an industrial area of the city, which at one time had large pockets of vacant and abandoned property. ICMA also learned of redevelopment activities the city has undertaken in its downtown area. Given Oregon's 25-year-old growth management legislation, Portland has worked hard to reuse and revitalize infill areas that might be overlooked in other places. This site visit will, with other case studies, form the basis for a report on effective strategies for redeveloping vacant industrial structures.

### ✓ **Smart Growth Network**

ICMA is the organizational home of the Smart Growth Network, a partnership of organizations dedicated to the principles of Smart Growth. ICMA manages various activities for the Network, such as coordinating membership, providing resource information and technical assistance, and working with organizations to facilitate smart growth in communities across the country.

## **Success Story**

The Clearwater, FL Brownfields Assessment Pilot brings together a diverse array of Brownfields stakeholders including developers, businesses, the municipal government, and the community. In their efforts to better familiarize all stakeholders with Brownfields redevelopment, Clearwater Pilot officials used the ICMA Guidebook as a tool and a quick reference guide to making better informed decisions during the pilot and environmental justice planning process. According to Mr. Miles Ballogg, Clearwater Brownfields Coordinator, the Guidebook "is an excellent resource for new Pilots as well as Pilots that have long running programs." ICMA contributed \$9000 towards the development of the Guidebook and CD-ROM.



# National Association of County and City Health Officials

## Background

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Founded in 1994, the National Association of County and City Health Officials (NACCHO) is a nonprofit organization that serves over 3,000 local health departments in cities, counties, townships, and districts nationwide. NACCHO works to promote and enhance public health by facilitating partnerships among local, state, and Federal agencies and by providing information, research, education, and technical assistance to local health departments.

## Partnership Role

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NACCHO supports the Brownfields Initiative by expanding the capacity of local health departments to address the health implications of brownfields activities and also works to protect the health of communities that surround brownfields sites. Through education and outreach, NACCHO increases local health departments' awareness of Brownfields-related health issues.

## Commitment

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### 1) HHS/ATSDR and NACCHO will convene a series of public dialogues with local health officials to educate and discuss Brownfields issues.

In the Spring of 1998, NACCHO provided grants to four local public health departments to conduct one-day forums. The purpose of the forums was to discuss community health concerns at sites, outline how to work more effectively with communities, and demonstrate how to evaluate and promote the role of local health departments in the brownfields redevelopment process. NACCHO produced a case-study report on the activities of the four grantees. In addition, NACCHO also met with the Agency for Toxic Substances and Disease Registry (ATSDR) and provided technical assistance regarding the six grants administered by ATSDR to the health departments of various Showcase Communities.

### Status

Complete



In Progress

Incomplete

### 2) HHS/ATSDR and NACCHO will initiate and develop relationships with local public health contacts in every pilot community.

To determine what actions local public health agencies were taking regarding Brownfields sites, NACCHO contacted the health agencies in all of the 29 original Brownfields Assessment Pilots. Based on the findings from initial contact with the Brownfields Pilots, NACCHO developed an application process for Pilot communities to receive funding for one-day forums for their public health departments. The forums are designed to facilitate discussions on how local health agencies can improve their role in brownfields. NACCHO also distributes a monthly newsletter to 3,000 local agencies in an effort to promote brownfields-related activities.

### Status

Complete



### 3) HHS/ATSDR and NACCHO will train local health agencies on Brownfields related health issues in pilot communities.

In September 1998, NACCHO published Public Health Principles and Guidance for Brownfields Policies and Practices. This document is intended to aid local health departments in understanding and addressing their role in brownfields redevelopment. NACCHO is also currently developing a brownfields site assessment tool similar in concept but different in content to the Superfund assessment tool used by public health departments at Superfund sites. NACCHO is helping ATSDR test the protocol and develop guidance for this new brownfields public health assessment tool.

### Status

Complete

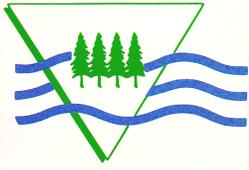


## Additional Actions

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### ✓ Public Relations

In addition to NACCHO's commitment-specific activities, the organization also hosted two sessions regarding brownfields activities at its annual meeting. NACCHO is also in the process of preparing a guidebook for local health agencies entitled, *Community Revitalization and Public Health: Expanding Roles, Improving Relationships*. It should be available in January 2000. Finally, NACCHO will make a presentation on a panel on brownfields and public health at the American Public Health Association annual meeting in November 1999 in Chicago.



# National Association of Local Government Environmental Professionals

## Background

The National Association of Local Government Environmental Professionals (NALGEP) represents individuals in local government who are involved with environmental protection, oversight, or policy. A membership-based, nonprofit organization, NALGEP draws its members from over 100 local government entities located in small local communities and large cities. NALGEP provides training to its members at a reasonable cost, disseminates current information to members on matters of interest to local governments, and provides a forum for members to communicate and share information with each other.

## Partnership Role

NALGEP supports brownfields-related research and information sharing between its members, as part of its mission of assisting local government environmental professionals in improving their management of the environment.

## Commitment

- 1) **NALGEP will convene work groups composed of local officials that will research and advance solutions to regulatory, environmental, and financial barriers to Brownfields redevelopment.**

## Status

Complete ✓
In Progress
Incomplete

NALGEP has convened five work groups to address brownfields-related issues, as follows:

- **Brownfields Cleanup Revolving Loan Fund Work Group:** This work group, composed of 20-25 representatives from cities participating in the Brownfields Revolving Loan Fund (RLF) Program, serves three purposes: (1) provides technical assistance to local officials and parties regarding the RLF Program; (2) facilitates dialogue between participating cities and the EPA; and (3) provides input to EPA regarding potential improvements to the Revolving Loan Fund Program. This work group is ongoing.
- **Work Group Dealing with Local Views on Delegation of Site Cleanup to States and State Voluntary Cleanup Programs:** Members of this 10-person work group interviewed local government officials on the delegation of site cleanup authority to States. Once the research process was completed, the work group presented written findings to EPA, as the Agency was considering developing guidance for establishing Memoranda of Agreement between States and EPA on site cleanup. This process facilitated communication between EPA and local officials on State site cleanup issues. This work group has completed its mission.
- **Work Group on Local Government Interaction with the U.S. Department of Housing and Urban Development (HUD) and the Role of the Community Development Block Grant (CDBG):** Consisting of six to seven members, this work group focused on facilitating the use of CDBG funds for local brownfields projects. The work group also discussed ways to improve HUD regulations by clarifying that CDBG funds can be used for brownfields projects. Lastly, the work group developed and presented a report on the overall findings of their work to HUD and EPA. This group has completed its work.
- **Smart Growth Advisory Council:** This work group, composed of 30 local government officials and business leaders, researches business leaders' views on the issues of sprawl and Smart Growth and the role of brownfields redevelopment in these areas. The council recently published a major report and presented its findings to Federal officials, business leaders, other stakeholders, and the public. This work group continues to meet.

- **Brownfields Showcase Community Work Group:** The Brownfields Showcase Community work group includes representatives from the 16 Showcase Communities, performing and sharing research at the local level. The work group's mission is to facilitate communication between the 16 Showcase Communities, as well as between the Showcase Communities and applicable Federal agencies. This work group continues to meet.

## Additional Actions

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### ✓ Conference Support

In addition to their work with various brownfields redevelopment work groups, NALGEP also supports EPA's annual National Brownfields Conference by hosting meetings for local government professionals on Brownfields issues. NALGEP's staff and local brownfields officials have made presentations at national and regional conferences to share their expertise.

### ✓ Report Publication

NALGEP has published numerous reports and articles, including both brownfields-specific and more large-scale growth pieces. In 1996, NALGEP published a report entitled "Building a Brownfields Partnership from the Ground Up: Local Government Views on the Value and Promise of National Brownfields Initiatives," which highlighted the need for an improved partnership between Federal agencies and non-governmental organizations to facilitate brownfields redevelopment. NALGEP has also provided comments to EPA on their proposal to transfer brownfields cleanup authority to qualified states in the document "Putting Sites on a Brownfields Track: NALGEP Comments on the EPA Guidance for Developing Memoranda of Agreement Language Concerning State Voluntary Cleanup Programs." Also, NALGEP published the report "HUD CDBG Brownfields Funding: A Building Block for Community Development." The report evaluates the impact of current Community Development Block Grant (CDBG) regulations on brownfields redevelopment and presents views of local government brownfields officials.

NALGEP's publications also address larger-scale growth issues. For example, the report "Profiles of Business Leadership on Smart Growth: New Partnerships Demonstrate the Economic Benefits of Reducing Sprawl" identifies the economic impacts of sprawl and highlights the strategies that businesses are identifying to preserve quality of life, improve access to labor, promote economic development, and protect open space. NALGEP has published the following articles:

- **Brownfields Revitalization: Challenges and Opportunities for Local Governments:** discusses opportunities and tools for brownfields redevelopment (Municipal Lawyer, March/April 1998).
- **National Incentives for Smart Growth Communities:** outlines existing and potential federal incentives for smart growth and makes recommendations on their use for local governments (Natural Resources and Environment, Summer 1998).
- **Curbing Sprawl:** discusses NALGEP's Smart Growth Business Partnership (Brownfields News, February 1998).

## Accomplishment

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One of NALGEP's greatest successes in carrying out its National Partnership commitment is the implementation of the work group model. This model is effective in helping local officials not only to build relationships with other brownfields practitioners but also to share successes and failures. It also allows experienced individuals to solve brownfields problems, improves communication, and strengthens the partnership between local and national governmental professionals.

## Background

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The National Governors' Association (NGA) is the only bipartisan national organization of, by, and for the nations' Governors. Its members are the Governors of the 50 states, the commonwealths of the Northern Mariana Islands and Puerto Rico, and the territories of American Samoa, Guam, and the Virgin Islands. Through the Association, the Governors identify priority issues and deal collectively with issues of public policy and governance at both the national and state levels. NGA has two components: a lobbying unit and a policy/research unit—the NGA Center for Best Practices (the Center). The Center's natural resources division conducts NGA's brownfields research and also addresses related policy issues, such as economic development, quality growth, and land use planning. The Center publishes issue papers and case studies, conducts national conferences, and maintains and updates a brownfields page on the NGA web site.

The Center facilitates a network of environmental and economic development staff contacts from the Governors' policy offices and state agencies, fosters information sharing and lessons learned, and examines innovative state practices in brownfields redevelopment. Center activities focus on a variety of issues, including state efforts to integrate state brownfields programs into strategies for growth; state financing for brownfields assessments; state strategies for streamlining cleanup processes; and state efforts to grant liability relief and remove other barriers to brownfields redevelopment.

For the last decade, Governors have been focusing on brownfields issues and making strides in creating programs that encourage the redevelopment of these properties. Most states have taken the first step by establishing voluntary cleanup programs. Many states are also granting new property owners relief from state liability for past contamination, establishing more efficient cleanup processes, and providing critical financial resources to spur redevelopment.

## Partnership Role

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NGA fosters information sharing among states and territories by providing a forum for states to exchange ideas and discuss lessons learned. NGA in turn shares this information with the private sector and with Federal agencies. Through NGA's Center for Best Practices, NGA serves as a forum where states can work with EPA and other National Partnership agencies to incorporate broader solutions that address the range of problems that plague brownfields sites and adjacent communities.

## Commitment

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- 1) NGA will continue research in Brownfields redevelopment, provide information to Governors' staffs, hold brownfields workshops, and publish an Issue Brief for their membership on brownfields revitalization.**

NGA's Center has continued to foster the network of state environmental protection and economic redevelopment officials involved in brownfields redevelopment. The Center has also worked to include other state officials who work in related areas, such as transportation and land use planning. Both formal meetings and workshops and informal methods of communication are used as information-sharing tools. NGA's Center prepares issue papers (a pre-National Partnership activity) and case studies that summarize trends, identify state best practices, and share lessons learned from this network of state brownfields contacts. The general results of the research indicate the importance of:

## Status

Complete



In Progress

Incomplete

- Ensuring a high-level commitment for long-term brownfields redevelopment projects that can be carried through under successive gubernatorial administrations;
- Establishing timely and efficient state cleanup processes that attract businesses to locate their operations on a brownfields site, while maintaining state standards for environmental protection;
- Making modest public financial investment that can be used as “seed money” to leverage private investment in redeveloping brownfields sites. (One private sector representative cited a 4:1 return on investment ratio.); and
- Establishing legal mechanisms within the states to reduce or remove liability concerns and jump start stalled redevelopment projects.

While NGA’s outreach and communication efforts are not specifically targeted for Brownfields Pilot cities, Pilot participants may obtain information through Governors’ offices, state agencies, the NGA web site ([www.nga.org](http://www.nga.org)), or at NGA’s national brownfields conferences. The Center provides information to Governors’ staff and state agency officials through the following formal and informal methods:

- Regular e-mail contact and phone conversations with an established network of state brownfields contacts to inform them of new developments and upcoming Center brownfields activities;
- Case studies, Issue Briefs, and brownfields conference agendas, which are circulated and released at the biannual Governors’ meetings (the most recent case study report was released in October 1998);
- NGA’s web site, which is used to announce conference findings and publications to a global audience;
- Press releases that announce projects (such as the case study report) and that highlight the states profiled;
- Weekly e-mails to Governors’ offices highlighting state brownfields initiatives, findings from Center brownfields activities, and updates from federal agencies;
- Biweekly Governors’ Executive Report announcing new state and federal initiatives and funding opportunities;
- Biannual Governors’ meeting—one held in Washington, D.C. and the second held in a different state each year—discussing current and upcoming projects and reports; and
- Tailored technical assistance to Governors’ offices on brownfields redevelopment issues as needed.

### **NGA National Brownfields Conferences**

Since 1995, the Center has sponsored three national forums on brownfields redevelopment, each hosted by a Governor, aimed at boosting state-to-state information sharing. The kickoff meeting in this series was held in Cleveland, OH in June 1996 and brought together Governors’ policy advisors and executive level state environmental and economic development officials, private developers and lenders, and municipal leaders. Meeting participants stressed the importance of partnerships to successful urban revitalization and discussed strategies for “making the deal work.” At a second conference held in Detroit, MI, the conference participants discussed the successes and limitations of redevelopment efforts. In July 1999, the Governor of Massachusetts hosted an NGA conference on state strategies for brownfields redevelopment. The conference focused on how states are incorporating brownfields programs into state strategies to boost economies and draw growth toward developed areas.

Each of the Center’s conferences has been highly successful in showcasing the states’ progress in cleaning up and redeveloping brownfields sites; in bringing together private and public sector stakeholders in brownfields redevelopment; and in sharing ideas on how remaining barriers to brownfields redevelopment can be eliminated.

### NGA Research Publications on Brownfields Redevelopment

As part of its Partnership commitment, the Center published “Revitalizing America’s Brownfields: Economic Growth Through Environmental Protection: Eight Governors’ Success Stories,” a detailed case study report that describes eight projects that have used state brownfields programs and tools and leveraged private sector investment to produce significant social, economic, and environmental benefits. The report was released by the Governor of Delaware at a Delaware brownfields site in October 1998.

## Additional Actions

### ✓ National Brownfields Conference Support

NGA has been increasing its presence at the National Brownfields Conferences by playing an endorser role at the 1997 and 1998 conferences. In addition, NGA hosted a panel session at the 1998 Conference, highlighting successful brownfields redevelopment in Baltimore, MD, one of its case study cities. NGA was also involved in the first two Federal Interagency Working Group meetings.

## Success Story



## Success Story

### Everett, MA

In Everett, the State used the brownfields redevelopment being conducted on TeleCom City (a joint, three-city effort), as a catalyst to improve transportation infrastructure and enhance public resources in the region. The support of the Governor and a formal state process for negotiating stakeholder interests and responsibilities at the site were critical to solving transportation problems that threatened to halt redevelopment. Everett’s Gateway Shopping Center project created 500 construction jobs, and it will provide 600 permanent jobs.



# Small Business Administration

## Background

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Created in 1953, the U.S. Small Business Administration (SBA) aids, counsels, and protects the interests of small businesses. An independent Federal agency, SBA offers financial, management, technical, and government-contracting assistance to both current and prospective small business owners. SBA also has specialized programs targeted to minority- and women-owned small businesses.

At the local level, SBA sponsors 57 Small Business Development Centers (SBDCs), with over 1,000 service locations in every State, as well as in the District of Columbia, Puerto Rico, the Virgin Islands, and Guam. On behalf of SBA, SBDCs can provide SBA-type financial, management, technical, and government contracting assistance. SBDCs are the result of cooperation among local, State, and Federal governments, as well as the private sector and educational institutions. SBDCs are designed to focus on local assistance and to specialize in the needs of the community and the individual client. Therefore, SBDCs are available to aid in the redevelopment effort for brownfields sites.

## Partnership Role

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As the Nation's largest single financial backer of small businesses, SBA promotes small business involvement at brownfields sites at the local level by tailoring assistance to the needs of the community and to the individual needs of SBDC clients.

## Commitment

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### Status

### 1) SBA will distribute brownfields information to Small Business Development Centers.

Complete  
✓

SBA disseminates brownfields information through internal communication, through direct contact with Brownfields Pilots, and through publications, such as the SBDC program announcement. The SBDC program announcement, which is similar to a request for proposal, is distributed once a year to the 57 SBDC host institutions. This document outlines SBA's goals and initiatives for the upcoming year. Using the program announcement, SBA district offices and SBDC representatives negotiate a cooperative agreement that defines the objectives for the upcoming year. The SBDC program announcement contains the list of Showcase Communities and requires the appropriate SBDC to provide its services to the small businesses in those communities.

In Progress

Incomplete

SBA Headquarters also notifies SBA district directors of upcoming brownfields events, such as Brownfields Showcase Kick-Off Meetings. The SBA has informed Brownfields Showcase Communities of the services available from the SBDCs and other SBA resource partners.

## Additional Actions

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### ✓ Revision of Loan Policies

As a primary lending institution to small businesses, SBA's loan policies are critical in promoting small business involvement in brownfields projects. Recent changes in the lending policy for contaminated properties are directly related to the Brownfields Initiative. In December 1997, SBA revised its standard operating procedures to give field offices greater latitude in evaluating the risk to collateral property from environmental contamination. This revision provided guidance for field offices to determine whether the risk was manageable so that financial assistance could be provided. Previous SBA policy was more restrictive in precluding most financial assistance if there was contamination at a collateral site.



## Background

Founded in 1972, the Trust for Public Land (TPL) is a nonprofit land conservation organization that specializes in conservation real estate—applying its expertise in negotiation, public finance, and law to protect land for public use and benefit. TPL helps foster the redevelopment of land for public benefit over industrial/commercial reuse. Working with private landowners, communities, and government agencies, TPL helps acquire land for people to enjoy as parks, playgrounds, community gardens, recreation areas, historic landmarks, and wilderness. In 1994, TPL launched the Green Cities Initiative to create and maintain urban parks and open space in under-served communities. Through the Green Cities Initiative, each city develops a five-year strategic plan to address open space needs.

TPL partnered with EPA to explore broader working relationships between the national programs and regional offices. Both organizations look for a link between brownfields redevelopment strategy and the creation of public parks and open space, or “greenspace.” The primary objectives of this partnership are: (1) to bring together TPL’s expertise in securing greenspace with EPA’s expertise in policy guidance, environmental assessment, cleanup strategies, and liability issues for brownfields cleanup and redevelopment; (2) to provide technical assistance to local and State public agencies and local non-profits to move sites through the process of assessment to redevelopment; (3) to encourage broader community involvement around cleanup and redevelopment strategies; and (4) to explore other EPA initiatives and programs that might link TPL and the Brownfields Initiative’s common goal of protecting urban environmental quality.

## Partnership Role

TPL’s role is to provide expertise to Brownfields Pilot communities in securing public greenspaces.

## Commitment

- 1) TPL and EPA will, in accordance with their MOU, bring TPL’s expertise in securing public greenspaces to Brownfields Pilot communities. They will select three cities for initial collaboration.

TPL and EPA signed an MOU in March 1997, and have since selected three cities—Los Angeles, CA; Dallas, TX; and Boston, MA—for initial collaboration. These cities were already priority sites for TPL, but were selected for a variety of reasons, including networking and leveraging prior relationships with EPA and local officials. Chosen sites in the cities are located around the EPA Brownfields Pilot, but they are not the focus of Pilot activities. Below is a brief discussion of TPL’s experiences during collaboration with each of the cities.

- **Los Angeles, CA:** The focus of TPL’s brownfields efforts at this Pilot involves the Los Angeles River greenway project and the nearby Superfund site, Pemlico, in the Mayfield community. A State referendum has provided \$15 million to build a greenway along the river, but the presence of the NPL site must be addressed as part of the redevelopment activities. TPL has been involved in negotiating a Prospective Purchaser Agreement (PPA) to ensure that the perspective purchaser will clean up the site to appropriate standards.
- **Dallas, TX:** TPL is struggling to make this project—an old landfill along the Trinity River—successful. The Dallas effort stems from the networking connections TPL gained through monthly

## Status

Complete  
✓

In Progress

Incomplete

conference calls between EPA Regional staff and Pilot managers. EPA Region 6 has set aside cleanup funding for sites that would have a public benefit. However, issues of potential liability have made the city wary of the project, and no assessment has been conducted to date. The city is willing to perform the site assessment, but fears that the assessment results will lead to large cleanup costs that it cannot afford. When the project moves forward it will meet the community's requests to improve the waterfront and create public access to the river.

- **Boston, MA:** Salt piled up along the Neponsett and Boston Greenway was contributing to water quality problems in the area. TPL merged water quality, enforcement, and mitigation issues to fund a brownfields and water quality cleanup fund. The Massachusetts Department of Transportation paid \$5 million for site cleanup and established a Supplemental Environment Project fund of \$750,000 (of which \$200,000 was spent on actual cleanup activities). TPL then acquired the property for cleanup.

## Additional Actions

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### ✓ Information Sharing

TPL has shared information on its brownfields efforts, including its collaboration with EPA, in a variety of ways. The most popular method of communication is TPL's website ([www.tpl.org](http://www.tpl.org)), which receives approximately 1,000 hits per month. Here TPL distributes much of its brownfields information to interested parties. TPL also has a mailing list of approximately 40-50,000 names that includes local professionals, developers, community members, etc. TPL uses the list to distribute information to select groups of people. The organization has a newsletter which focuses on park financing and includes brownfields financing issues. TPL also participates in and makes presentations at various brownfields conferences. In addition, TPL, through its local offices, has a wide network of grassroots-level contacts with whom it shares information on a more informal basis.

The collaboration between TPL and EPA has furthered the Brownfields Initiative in several ways. TPL's presence demonstrates the capabilities of a nonprofit organization working with brownfields. TPL can provide its guidance in real estate, financing, due diligence, and park land development to Pilots, many of which lack expertise in these areas. It has demonstrated expertise in nontraditional sites and in stimulating private parties to participate in funding outreach and planning. Further, TPL suggests that non-profits are "the third leg in the brownfields stool," with the other two being government and private sector organizations.

### ✓ Converting Brownfields to Parks

TPL has facilitated the conversion of a few dozen brownfields cleanups—with costs ranging from several thousand dollars to several million—into greenspaces. TPL also facilitates conversion of privately-owned brownfields (and other properties) into uses that benefit the public (e.g., greenspace, parks, trails, forests). This role includes dealing with due diligence investigations and environmental cleanup. More information on these cleanups can be found in the 1998 Case Studies matrix, which examines the site history, contamination, cleanup, funding, and end use of 20 TPL brownfields sites.

## Accomplishment—in Progress

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### Denver, CO — Northside Treatment Plant

Thirteen acres of a former wastewater treatment plant will be home to a new recreational park and a wildlife refuge. The 52-acre property has a 12-acre pond that serves as a heron habitat. The restoration of the property is part of the South Platte River Corridor Project that seeks to build a walking/bike trail that circumvents the Denver metropolitan area. More than \$7 million has been provided to fund the property's cleanup and reuse.

## ✓ Working with States

TPL is increasing its work with States who are developing and implementing Voluntary Cleanup Programs (VCPs).

## ✓ Reporting on Brownfields

TPL completed a report on the feasibility and economic benefits of converting a brownfields project into greenspace. The report is available to download from TPL's web site at [www.tpl.org](http://www.tpl.org). The report demonstrates that communities around the country are learning that open space conservation is not an expense but an investment that produces important economic benefits.

## Key Facts and Figures

### The Economic Benefits of Parks and Open Spaces:

- Estimated value of outdoor recreation to the U.S. economy in 1996: \$40 billion
- Annual economic benefits to local economies of visits to U.S. national parks: \$10 billion
- Annual revenue of local businesses from these visitors to U.S. national wildlife refuges in 1995: \$401 million
- Income from the 10,000 jobs supported by these visitors: \$162.9 million
- Estimated value of all economic benefits generated by a single acre of wetland: \$150,000 to \$200,000
- Approximate number of measures on state and local ballots in November 1998 concerning land conservation, parks, and smarter growth: 240

**Percentage of these measures approved by voters: 72 percent**



## Background

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The U.S. Conference of Mayors (USCM) is an organization of over 1,050 cities (represented by mayors) with populations of 30,000 or more. Although USCM acts as a unified body, each mayor contributes by serving as a member on one or more of the organization's ten standing committees. At their annual meeting held each June, the standing committees make recommendations on policies to be adopted by the organization. Copies of these official policy positions are then presented to the President and to Congress. In addition to the standing committees, mayors are organized into task forces to explore issues—such as brownfields—that require focused attention. In 1997, the President of USCM made the redevelopment of brownfields the top priority during his administration, expanding on the work done by his predecessors. Since that time, brownfields has remained a top priority for The U.S. Conference of Mayors.

## Partnership Role

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The U.S. Conference of Mayors explores local brownfields issues, addresses brownfields redevelopment obstacles such as liability, and works to help form a solid relationship between mayors and banks.

## Commitment

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- 1) **The U.S. Conference of Mayors (USCM) will conduct a round table on brownfields redevelopment issues.**

Surpassing its commitment to conduct one round table on brownfields redevelopment, USCM conducted three major and six minor round tables. The three major round tables were held in Chicago, IL (May 1997), in Charlotte, VA (October 1997), and in Washington, D.C. (June 1998). Brownfields redevelopment issues were discussed at each round table, where mayors met with various stakeholder groups including businesses (Chicago, IL), banks (Charlotte, VA), and members of the Federal Home Loan Bank (FHLBank) System (Washington, D.C.).

Of the six minor round tables, three involved environmental commissioners (March 1997, January 1998, and March 1998), and three involved various brownfields stakeholders. Of the three involving stakeholders, the September 1997 round table included only mayors and focused on the development of The U.S. Conference of Mayors Brownfields Action Agenda. In November 1998, USCM met with city representatives and banks. In January 1999, a minor round table of The U.S. Conference of Mayors bank task force was conducted. Additional round tables were planned for June 1999, hosting mayors and bank representatives, and in July/August 1999, hosting mayors and farmers. The mayors and farmers round table will explore the formation of an urban-rural coalition to focus on sustainable growth patterns, including the reuse of brownfields and the preservation of farmland and other green spaces.

## Status

Complete ✓
In Progress
Incomplete

## Additional Actions

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### ✓ Brownfields Reports

USCM has published various reports related to brownfields, one of which is Recycling America's Land. This comprehensive report, first published in January 1998, compiles information from the Nation's cities on the status of brownfields. In addition, quantitative estimates describe the economic and environmental benefits of brownfields redevelopment. USCM published an updated version of the report in April 1999 on the status of brownfields sites in 223 American cities. The data collected from research for both versions

of Recycling America's Land are available to all mayors in the form of a database, the Conference of Mayors National Brownfields Database. In addition, The U.S. Conference of Mayors has published a resource manual, and information on tax credits, bank lending, as well as Environmental Protection Agency and Department of Housing and Urban Development programs.

✓ **Mayors and Bankers Task Force**

USCM and the FHLBank System formed the Mayors and Bankers Task Force to develop broad community investment strategies. A major work of the Task Force is to highlight efforts in cities across the country that represent the variety of brownfields projects and the variety of financing tools available.

Approximately 50 cities have been selected to participate in the project, with cities from each of the 12 bank districts planning to participate. The following cities have provided preliminary insights:

<b>FHLBank of Atlanta</b> <ul style="list-style-type: none"> <li>• Clearwater, Florida</li> <li>• Miami-Dade, Florida</li> <li>• Macon, Georgia</li> <li>• Winston-Salem, North Carolina</li> <li>• Baltimore, Maryland</li> </ul>	<b>FHLBank of Boston</b> <ul style="list-style-type: none"> <li>• Lynn, Massachusetts</li> <li>• Boston, Massachusetts</li> <li>• Providence, Rhode Island</li> <li>• Bridgeport, Connecticut</li> <li>• New Haven, Connecticut</li> </ul>	<b>FHLBank of Chicago</b> <ul style="list-style-type: none"> <li>• Chicago, Illinois</li> <li>• Rockford, Illinois</li> </ul>
<b>FHLBank of Cincinnati</b> <ul style="list-style-type: none"> <li>• Akron, Ohio</li> <li>• Dayton, Ohio</li> <li>• Cincinnati, Ohio</li> <li>• Toledo, Ohio</li> <li>• Knoxville, Tennessee</li> </ul>	<b>FHLBank of Dallas</b> <ul style="list-style-type: none"> <li>• New Orleans, Louisiana</li> <li>• Jackson, Mississippi</li> <li>• Austin, Texas</li> <li>• Dallas, Texas</li> <li>• Fort Worth, Texas</li> <li>• Houston, Texas</li> </ul>	<b>FHLBank of Indianapolis</b> <ul style="list-style-type: none"> <li>• Elkhart, Indiana</li> <li>• Fort Wayne, Indiana</li> <li>• Hammond, Indiana</li> <li>• Dearborn, Indiana</li> <li>• Detroit, Michigan</li> <li>• Jackson, Michigan</li> </ul>
<b>FHLBank of New York</b> <ul style="list-style-type: none"> <li>• Elizabeth City, New Jersey</li> <li>• Newark, New Jersey</li> <li>• Trenton, New Jersey</li> <li>• Buffalo, New York</li> <li>• Glen Cove, New York</li> </ul>	<b>FHLBank of Pittsburgh</b> <ul style="list-style-type: none"> <li>• McKeesport, Pennsylvania</li> <li>• Philadelphia, Pennsylvania</li> <li>• Wilmington, Delaware</li> </ul>	<b>FHLBank of San Francisco</b> <ul style="list-style-type: none"> <li>• Palo Alto, California</li> <li>• Los Angeles, California</li> <li>• San Diego, California</li> <li>• San Francisco, California</li> </ul>

In addition, USCM, in conjunction with the Federal Housing Finance Board, published a report documenting Task Force findings: Mayors and Bankers Task Force Community Updates. Specifically, the report details the findings of the Mayors and Bankers Task Force's investigation on local-level issues related to the redevelopment of brownfields.

✓ **National Brownfields Conference**

USCM convened the Mayors and Bankers Task Force during the National Brownfields Conference in 1998 to discuss community investment and update status and to determine the next steps. A similar discussion is planned for the 1999 National Brownfields Conference to be held in Dallas.

✓ **Clean Air/Brownfields Partnership Pilot**

USCM, the Environmental Protection Agency, and the Department of Commerce's Economic Development Administration have worked closely together to develop the Clean Air/Brownfields Partnership Pilot. The effort will identify what innovative land use strategies and policy choices are available to local officials to achieve the simultaneous goals of clean air protection and brownfields

redevelopment in urban areas. The test pilot sites of Baltimore, Chicago, and Dallas will be able to measure the air quality benefits of initiatives they are undertaking in areas such as brownfields redevelopment and reduction of urban heat islands. For instance, the pilots will quantify the air pollution benefits of recycling already used land, thereby saving greenfields from development and lessening air pollution from reduced auto dependency. The Environmental Protection Agency and Department of Commerce have indicated their willingness to explore regulatory mechanisms that allow cities to take credit for the quantified air benefits.

## ✓ **Congressional Testimony**

On March 17, 1997, USCM testified before the Senate Environmental and Public Works Committee on Perspectives of Local Government on Livability, including the importance of brownfields redevelopment as a commitment to communities. USCM also testified on May 12, 1999, before the Subcommittee on Water and the Environment of the House Transportation and Infrastructure Committee regarding the status of brownfields in the nation's cities and the findings of USCM.