

WORKSHOP DEMONSTRATION

INTERACTIVE METHOD TO EDUCATE ABOUT BROWNFIELDS

(Please feel free to use, copy, paraphrase, or utilize this information as you see fit.)

- Classroom Set-up:** The room utilized for this workshop should be set in rounds of 8 to 12 with room for the facilitator to move from table to table. Flipcharts can be used during the report back session.
- Workshop Participants:** This workshop can be used for the Superfund section required by 1910.120 during a worker course, or during a refresher presentation when the Brownfields legislative proposals become law.
- Overview and Content:** This workshop will give participant an insight into Brownfields redevelopment including the history, current legislative efforts, and a participatory activity involving a scenario. The scenario and posed questions will generate discussion and planning for redevelopment. Each participant will be required to assume the role of a committee person for redevelopment of a Brownfields site. An additional benefit for participants, although not an objective, is the utilization of a standard strategic planning process. The questions utilized during the discussions can be modified slightly to generate discussion for any type of strategic planning.
- Objectives:** After completion of this workshop participants will:
- 1) Be able to give an overview of the Brownfields initiative history and current legislative proposals.
 - 2) Be able to identify the stakeholders and how Brownfields redevelopment will benefit each within a scenario.
 - 3) Be able to identify the elements and ideal outcomes of Brownfields redevelopment in the scenario.
 - 4) Be able to identify the steps and activities necessary for this scenario.
 - 5) Be able to identify some resources in terms of time, energy, dollars and commitment for this scenario.
 - 6) Be able to identify challenges for Brownfields redevelopment in this scenario.

Time Requirements: The workshop should be divided into the following segments:

Introduction of Workshop Participants	5 minutes
Overview of Workshop	5 minutes
Overview of Brownfields Redevelopment	10 minutes
Workshop Objectives	5 minutes
Small Group Discussions	
Election of Group Leader and Reporter	5 minutes
Workshop Discussions	45 minutes
Report Back to Full Group	<u>15 minutes</u>
	1.5 hours

Additional time can be allocated to both the workshop discussions and the report back session.

Group Breakouts: This workshop is designed to allow for small group discussions. Before beginning the overview of Brownfields Redevelopment, the facilitator must ask each participant to pick a number between 0 and 12, that is 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 or 11, and write it down on a sheet of paper. It is very important to have number 7 chosen. The facilitator should walk around the room and verify that there is at least one of each of the numbers chosen. The workshop works best when at least one of each committee person is chosen. If the group is larger than twelve, the committee persons can be repeated. If the group is smaller than 12, some persons can be given dual roles.

Process: The participatory portion of this workshop relies on each participant assuming a role of one of the eleven committee persons. The facilitator should pass out to each of the participants at least one of the committee person scenario sheets. The recorder (chosen from the committee persons) should have the record sheet with space to record the consensus of the group. The group should elect a spokesperson for the report back session at the end of the workshop.

Summary: The facilitator should utilize the last five minutes to summarize the work of the group. It should be stressed that Brownfields redevelopment is a complex process and needs involvement and communication from all stakeholders.

BROWNFIELDS REDEVELOPMENT INITIATIVE HISTORY

Brownfields are abandoned pieces of land, usually in inner city areas, that have real or perceived contamination from previous industrial use. These sites do not qualify as Superfund toxic waste National Priority sites because they do not pose a serious public health risk to the community. Because of the stigma of contamination and legal barriers to redevelopment, businesses do not buy the land and sites remain roped off, unproductive and vacant. Developers resort to “green” areas outside the city, while the urban centers continue to deteriorate. Beginning in November 1993, the administration has taken a series of actions to clean up and redevelop Brownfields to return them to productive use in these communities.

- **Creating a national model.** In November 1993, EPA Administrator Browner launched the Brownfields initiative with a \$200,000 grant to Cleveland, Ohio for a pilot project with state and local officials to determine the best ways to develop a national model for revitalizing these areas across the country.
- **Providing seed money.** In January 1995, the administration committed to fund 50 additional Brownfields pilot projects up to \$200,000 each, a pledge that has been met and exceeded with 60 such projects now underway. With the seed money, cities promote economic development the way the local community believes it will work best. The program brings together people who live near contaminated land, businesses that want to get land cleaned up, community leaders, investors, lenders and developers. Together, they seek ways to restore abandoned sites to new uses, increasing property values, stimulating tax revenues, creating jobs and job training opportunities, and revitalizing inner-city neighborhoods.
- **Removing the barriers to development.** In January 1995, the administration also removed the legal obstacles to development of Brownfield sites by taking 27,000 sites off the Superfund inventory. The Superfund inventory, or National Priorities List (NPL) is a list of Superfund sites that are contaminated with toxic waste and are public health risks. By taking these low-priority sites off the list, potential developers are relieved of unnecessary red tape, the stigma of contamination is removed, and the sites get on track for redevelopment.
- **Tax incentive.** Shortly after the State of the Union speech in 1995, the President expanded the Brownfields program to provide targeted tax incentives to businesses that purchase and clean up these sites. The tax incentive broadens the effort, accelerates clean up and provides the financial means so that businesses will be able to expense the cost of cleaning up the properties over shorter periods of time. This will provide a significant financial incentive to restore these areas, so that they can again produce jobs and increase the tax base in communities across the country.

FEDERAL LEGISLATIVE PROPOSALS ON BROWNFIELDS CLEANUP AND REDEVELOPMENT

The President's Proposal (H.R. 505)

- Use the take code to encourage site reuse by permitting non-responsible parties to fully expense cleanup costs.
- Proposes \$2 Billion over seven years.
- Targets incentives through existing;
 - empowerment zones,
 - enterprise communities,
 - existing Brownfields pilot sites,
 - census tracts with 20% or more poverty rate,
 - census tracts with less than 2,000 residents and
 - property zoned 75% commercial or industrial and adjoining poverty areas
- Assumes that 30,000 sites will be remediated at an average cost of \$400,000.

The Senate's Proposals (S.8 and S.18)

S. 8

- Authorizes \$65 Million for:
 - establishes a grant assistance program of \$15 Million for site assessment,
 - capitalizing revolving loan funds of \$25 Million for remediation and
 - offering \$25 Million to state voluntary response programs

S. 18

- The Brownfields and Environmental Cleanup Act of 1996 would authorize \$25 Million annually for:
 - \$10 Million in Grants for site inventory and characterization and
 - \$15 Million in Grants to capitalize revolving loan programs encouraging site cleanups.

The House of Representatives' Proposal (H.R.523)

- The Brownfields Redevelopment Act of 1997 offers a 50% credit to offset costs of site cleanup according to a remediation plan approved by the EPA or designated state agency.

Other Proposals

- To strengthen the finality of assurances offered by state voluntary cleanup program by requiring and EPA-established certification mechanism.
- Allowing for site owners to establish tax-exempt industrial site remediation accounts - "Brownfields IRAs" to accumulate remediation costs for Brownfields sites.
- Create a new category of tax-exempt bonds targeted to environmental remediation.
- Accelerate cost recovery of remediation costs by allowing the first \$500,000 to be expended and any balance recovered over five years.
- Delegation of oversight and regulation for low priority sites to states.
- Numerous others providing cleanup tax credits, loans and grants.

COMMITTEE PERSON #1

YOU ARE

A Program Coordinator for the Brownfields and Community-Based Programs in an EPA Region with multiple Brownfield pilot sites, your duties include developing Brownfields programs in the region and interaction/liaison with the EPA, states, and other governmental organizations. Your monetary resources are limited.

SCENARIO

As a newly designated member of a team created to address the issue of Brownfields in your city, you must meet with other members of the team and begin the planning for the redevelopment of a 900 acre tract of land. This property is now the responsibility of the city due to non-payment of property taxes and contains industrial facilities, small factories, etc., that are not in use. The 900 acres is adjacent to a large body of water that may provide public recreation and use, or can be designated for light industrial activities. The Director of Planning, the newly appointed chairperson of your committee, has provided the following questions that will be used to begin the planning process.

1. Who are the stakeholders for this project? Who will be impacted by what the city does?
2. How could the development benefit each of the stakeholders?
3. What two elements of redevelopment do you believe are most important and should be built into this activity?
4. What is the ideal outcome for this redevelopment in terms of process and product?
5. What steps or activities must be undertaken to reach the ideal outcome?
6. What current activities can we build on?
7. What forces or factors will work against this initiative?
8. What resources inside and outside our system (time, energy, dollars, commitment) could be used to move toward implementation of the initiative?

COMMITTEE PERSON #2

YOU ARE

An owner of a small minority-owned environmental remediation firm that has been awarded subcontracts for lead and asbestos abatement projects, as well as, recently, environmental remediation projects. You currently have 14 employees working with only two months of work orders.

SCENARIO

As a newly designated member of a team created to address the issue of Brownfields in your city, you must meet with other members of the team and begin the planning for the redevelopment of a 900 acre tract of land. This property is now the responsibility of the city due to non-payment of property taxes and contains industrial facilities, small factories, etc., that are not in use. The 900 acres is adjacent to a large body of water that may provide public recreation and use, or can be designated for light industrial activities. The Director of Planning, the newly appointed chairperson of your committee, has provided the following questions that will be used to begin the planning process.

1. Who are the stakeholders for this project? Who will be impacted by what the city does?
2. How could the development benefit each of the stakeholders?
3. What two elements of redevelopment do you believe are most important and should be built into this activity?
4. What is the ideal outcome for this redevelopment in terms of process and product?
5. What steps or activities must be undertaken to reach the ideal outcome?
6. What current activities can we build on?
7. What forces or factors will work against this initiative?
8. What resources inside and outside our system (time, energy, dollars, commitment) could be used to move toward implementation of the initiative?

COMMITTEE PERSON #3

YOU ARE

Employed (recently) by a community based organization that has been working with unemployed and dislocated/displaced workers. You were unemployed for more than 20 months after the company you worked for went out of business. You are responsible for providing support services and necessary training for your target group.

SCENARIO

As a newly designated member of a team created to address the issue of Brownfields in your city, you must meet with other members of the team and begin the planning for the redevelopment of a 900 acre tract of land. This property is now the responsibility of the city due to non-payment of property taxes and contains industrial facilities, small factories, etc., that are not in use. The 900 acres is adjacent to a large body of water that may provide public recreation and use, or can be designated for light industrial activities. The Director of Planning, the newly appointed chairperson of your committee, has provided the following questions that will be used to begin the planning process.

1. Who are the stakeholders for this project? Who will be impacted by what the city does?
2. How could the development benefit each of the stakeholders?
3. What two elements of redevelopment do you believe are most important and should be built into this activity?
4. What is the ideal outcome for this redevelopment in terms of process and product?
5. What steps or activities must be undertaken to reach the ideal outcome?
6. What current activities can we build on?
7. What forces or factors will work against this initiative?
8. What resources inside and outside our system (time, energy, dollars, commitment) could be used to move toward implementation of the initiative?

COMMITTEE PERSON #4

YOU ARE

A Human Resources Manager for a large environmental remediation and construction firm that employs over 1,200 employees nationally. Your company has been involved with many large remediation projects for the Department of Defense and EPA. Your primary area of responsibility is workforce development.

SCENARIO

As a newly designated member of a team created to address the issue of Brownfields in your city, you must meet with other members of the team and begin the planning for the redevelopment of a 900 acre tract of land. This property is now the responsibility of the city due to non-payment of property taxes and contains industrial facilities, small factories, etc., that are not in use. The 900 acres is adjacent to a large body of water that may provide public recreation and use, or can be designated for light industrial activities. The Director of Planning, the newly appointed chairperson of your committee, has provided the following questions that will be used to begin the planning process.

1. Who are the stakeholders for this project? Who will be impacted by what the city does?
2. How could the development benefit each of the stakeholders?
3. What two elements of redevelopment do you believe are most important and should be built into this activity?
4. What is the ideal outcome for this redevelopment in terms of process and product?
5. What steps or activities must be undertaken to reach the ideal outcome?
6. What current activities can we build on?
7. What forces or factors will work against this initiative?
8. What resources inside and outside our system (time, energy, dollars, commitment) could be used to move toward implementation of the initiative?

COMMITTEE PERSON #5

YOU ARE

Director of Community Services for a community college where your responsibilities include recruiting students into your associate degree and adult education programs. You have been with the college for less than two years. Your community college has seen declining enrollments for each of the last two years.

SCENARIO

As a newly designated member of a team created to address the issue of Brownfields in your city, you must meet with other members of the team and begin the planning for the redevelopment of a 900 acre tract of land. This property is now the responsibility of the city due to non-payment of property taxes and contains industrial facilities, small factories, etc., that are not in use. The 900 acres is adjacent to a large body of water that may provide public recreation and use, or can be designated for light industrial activities. The Director of Planning, the newly appointed chairperson of your committee, has provided the following questions that will be used to begin the planning process.

1. Who are the stakeholders for this project? Who will be impacted by what the city does?
2. How could the development benefit each of the stakeholders?
3. What two elements of redevelopment do you believe are most important and should be built into this activity?
4. What is the ideal outcome for this redevelopment in terms of process and product?
5. What steps or activities must be undertaken to reach the ideal outcome?
6. What current activities can we build on?
7. What forces or factors will work against this initiative?
8. What resources inside and outside our system (time, energy, dollars, commitment) could be used to move toward implementation of the initiative?

COMMITTEE PERSON #6

YOU ARE

Director of Training for a nonprofit, union-sponsored training trust fund where you are responsible for the development of training and educational programs for union members. The local union business manager and you are responsible for recruitment of new members into the apprenticeship program.

SCENARIO

As a newly designated member of a team created to address the issue of Brownfields in your city, you must meet with other members of the team and begin the planning for the redevelopment of a 900 acre tract of land. This property is now the responsibility of the city due to non-payment of property taxes and contains industrial facilities, small factories, etc., that are not in use. The 900 acres is adjacent to a large body of water that may provide public recreation and use, or can be designated for light industrial activities. The Director of Planning, the newly appointed chairperson of your committee, has provided the following questions that will be used to begin the planning process.

1. Who are the stakeholders for this project? Who will be impacted by what the city does?
2. How could the development benefit each of the stakeholders?
3. What two elements of redevelopment do you believe are most important and should be built into this activity?
4. What is the ideal outcome for this redevelopment in terms of process and product?
5. What steps or activities must be undertaken to reach the ideal outcome?
6. What current activities can we build on?
7. What forces or factors will work against this initiative?
8. What resources inside and outside our system (time, energy, dollars, commitment) could be used to move toward implementation of the initiative?

COMMITTEE PERSON #7

YOU ARE

Director of Planning for a large city development corporation and are responsible for the planning, development, and redevelopment of commercial properties in city neighborhoods. You have approximately 1,000 properties ranging in size from 150' by 150' to 900 acres. Your city has recently reevaluated properties upward with the potential result of doubling the number of Brownfields' properties. The mayor of your city has designated you as chairman of the newly formed Brownfields committee and as such you must run all meetings. The first project the mayor wants progress on is the largest at 900 acres. Your department has determined that the value of the land in question after clean-up is \$6 Million.

SCENARIO

As a newly designated member of a team created to address the issue of Brownfields in your city, you must begin the planning for the redevelopment of a 900 acre tract of land. This property is now the responsibility of the city due to non-payment of property taxes and contains industrial facilities, small factories, etc., that are not in use. The 900 acres is adjacent to a large body of water that may provide public recreation and use, or can be designated for light industrial activities. As the newly appointed chairperson of your committee, you have generated the following questions to begin the planning process.

1. Who are the stakeholders for this project? Who will be impacted by what the city does?
2. How could the development benefit each of the stakeholders?
3. What two elements of redevelopment do you believe are most important and should be built into this activity?
4. What is the ideal outcome for this redevelopment in terms of process and product?
5. What steps or activities must be undertaken to reach the ideal outcome?
6. What current activities can we build on?
7. What forces or factors will work against this initiative?
8. What resources inside and outside our system (time, energy, dollars, commitment) could be used to move toward implementation of the initiative?

COMMITTEE PERSON #8

YOU ARE

Vice-President of an environmental engineering firm with 45 employees that has multiple contracts with EPA Regions and state and municipal governments. The firm you work for has been in business for only six years. As vice-president, you are responsible for marketing and development. Your company was involved in the original assessment of contamination on the 900 acre tract in question. Your firm has estimated that the clean-up and demolition of the site will be between \$25 and \$30 Million.

SCENARIO

As a newly designated member of a team created to address the issue of Brownfields in your city, you must meet with other members of the team and begin the planning for the redevelopment of a 900 acre tract of land. This property is now the responsibility of the city due to non-payment of property taxes and contains industrial facilities, small factories, etc., that are not in use. The 900 acres is adjacent to a large body of water that may provide public recreation and use, or can be designated for light industrial activities. The Director of Planning, the newly appointed chairperson of your committee, has provided the following questions that will be used to begin the planning process.

1. Who are the stakeholders for this project? Who will be impacted by what the city does?
2. How could the development benefit each of the stakeholders?
3. What two elements of redevelopment do you believe are most important and should be built into this activity?
4. What is the ideal outcome for this redevelopment in terms of process and product?
5. What steps or activities must be undertaken to reach the ideal outcome?
6. What current activities can we build on?
7. What forces or factors will work against this initiative?
8. What resources inside and outside our system (time, energy, dollars, commitment) could be used to move toward implementation of the initiative?

COMMITTEE PERSON #9

YOU ARE

Executive Vice-President for Planning for a large insurance company holding insurance coverage on the property below. Your company has some liability, it is not clear as to the level. Your Board of Directors and CEO have made it very clear that the company wants to remove this liability from their bottom line. The Board may be amenable to expending \$15 Million to do so.

SCENARIO

As a newly designated member of a team created to address the issue of Brownfields in your city, you must meet with other members of the team and begin the planning for the redevelopment of a 900 acre tract of land. This property is now the responsibility of the city due to non-payment of property taxes and contains industrial facilities, small factories, etc., that are not in use. The 900 acres is adjacent to a large body of water that may provide public recreation and use, or can be designated for light industrial activities. The Director of Planning, the newly appointed chairperson of your committee, has provided the following questions that will be used to begin the planning process.

1. Who are the stakeholders for this project? Who will be impacted by what the city does?
2. How could the development benefit each of the stakeholders?
3. What two elements of redevelopment do you believe are most important and should be built into this activity?
4. What is the ideal outcome for this redevelopment in terms of process and product?
5. What steps or activities must be undertaken to reach the ideal outcome?
6. What current activities can we build on?
7. What forces or factors will work against this initiative?
8. What resources inside and outside our system (time, energy, dollars, commitment) could be used to move toward implementation of the initiative?

COMMITTEE PERSON #10

YOU ARE

Executive Director for the local chapter of the Sierra Club and as an environmental activist you have organized and promoted several demonstrations near the property described below. You are well aware of the environmental impact of the facilities and property and have recommended the parcel be returned to the public as a wildlife refuge area. You may be amenable to utilize some of the area for public access to water recreation facilities.

SCENARIO

As a newly designated member of a team created to address the issue of Brownfields in your city, you must meet with other members of the team and begin the planning for the redevelopment of a 900 acre tract of land. This property is now the responsibility of the city due to non-payment of property taxes and contains industrial facilities, small factories, etc., that are not in use. The 900 acres is adjacent to a large body of water that may provide public recreation and use, or can be designated for light industrial activities. The Director of Planning, the newly appointed chairperson of your committee, has provided the following questions that will be used to begin the planning process.

1. Who are the stakeholders for this project? Who will be impacted by what the city does?
2. How could the development benefit each of the stakeholders?
3. What two elements of redevelopment do you believe are most important and should be built into this activity?
4. What is the ideal outcome for this redevelopment in terms of process and product?
5. What steps or activities must be undertaken to reach the ideal outcome?
6. What current activities can we build on?
7. What forces or factors will work against this initiative?
8. What resources inside and outside our system (time, energy, dollars, commitment) could be used to move toward implementation of the initiative?

COMMITTEE PERSON #11

YOU ARE

A citizen of the city and have lived in the area surrounding the 900 acres involved in this project all your life. Your father worked in one of the factories that closed eight years ago. He died at the age of 62 after a short, but devastating battle with cancer. You are a machinist and had worked at a factory nearby until it closed two years ago. You have been unemployed since then. Two of your children are nearing completion of high school and would like to attend college within the next three years.

SCENARIO

As a newly designated member of a team created to address the issue of Brownfields in your city, you must meet with other members of the team and begin the planning for the redevelopment of a 900 acre tract of land. This property is now the responsibility of the city due to non-payment of property taxes and contains industrial facilities, small factories, etc., that are not in use. The 900 acres is adjacent to a large body of water that may provide public recreation and use, or can be designated for light industrial activities. The Director of Planning, the newly appointed chairperson of your committee, has provided the following questions that will be used to begin the planning process.

1. Who are the stakeholders for this project? Who will be impacted by what the city does?
2. How could the development benefit each of the stakeholders?
3. What two elements of redevelopment do you believe are most important and should be built into this activity?
4. What is the ideal outcome for this redevelopment in terms of process and product?
5. What steps or activities must be undertaken to reach the ideal outcome?
6. What current activities can we build on?
7. What forces or factors will work against this initiative?
8. What resources inside and outside our system (time, energy, dollars, commitment) could be used to move toward implementation of the initiative?

RECORDER SHEET

1. Who are the stakeholders for this project? Who will be impacted by what the city does?

2. How could the development benefit each of the stakeholders?

3. What two elements of redevelopment do you believe are most important and should be built into this activity?

4. What is the ideal outcome for this redevelopment in terms of process and product?

RECORDER SHEET Continued

5. What steps or activities must be undertaken to reach the ideal outcome?

6. What current activities can we build on?

7. What forces or factors will work against this initiative?

8. What resources inside and outside our system (time, energy, dollars, commitment) could be used to move toward implementation of the initiative?
