



# Brownfields

## Leveraging Resources for State, Local, and Regional Revitalization



The Atlantic Steel site (above) near downtown Atlanta was transformed into an infill site with housing and commercial uses. ICF played a significant role in the redevelopment by demonstrating that the project would have a beneficial environmental impact for the region as a whole, and thus was qualified for EPA's Project XL regulatory flexibility program.



Brownfields, defined by the U.S. Environmental Protection Agency (EPA) and Congress as underused or abandoned properties where "real or perceived" contamination inhibits their safe and productive redeployment, can be found in virtually every community. They represent significant economic and environmental challenges—as well as great opportunities.

States and localities have become the primary drivers of brownfield revitalization, using a range of federal incentives and policies as the foundation upon which they have built very different, but equally effective strategies and partnerships to stimulate reuse. Lessons learned from more than 60,000 success stories emphasize that facilitating partnerships is key, creativity in harnessing and channeling resources vital, and communication and cooperation of paramount importance.

## Our Approach

Drawing upon our extensive subject matter expertise and credentialed professionals, ICF International has partnered with federal, state, regional, and local governments and non-profit organizations to develop solutions to complex brownfield issues. With more than 20 years of experience and in-depth knowledge of the linkages between these organizations and federal regulations and funding from EPA, the U.S. Department of Housing and Urban Development (HUD), and other agencies, we understand all sides of the brownfield challenges—and opportunities—that states, localities, and other stakeholders face, including:

- The economic and societal benefits of brownfield revitalization, land reuse, and community development
- Public and private-sector stakeholder perspectives, roles, and responsibilities in collaborative, results-based cleanup and revitalization programs
- The roles of diverse federal financing and tax incentive programs—offered by EPA, HUD, Economic Development Administration (EDA), United States Department of Agriculture, Community Development Financial Institution, and others—in partnering with state and local, and private and non-profit participants to advance brownfield market strategies
- The role of diverse federal programs—available through EPA, HUD, Small Business Association, U.S. Army Corps of Engineers, and others—in supporting state and local brownfield process and regulatory efforts, through technical assistance, training, workshops, meetings, and guidance
- Scientific bases for various environmental policies and approaches affecting revitalization initiatives—such as appropriate land end-uses, institutional controls, and risk-based corrective actions
- Accountability of state and local governments to track and document quantitative results from their efforts

## Our Services

ICF's team of economic and community development specialists, planners, and technical experts brings both a national perspective and specific state and local experience to bear, combining extensive knowledge of financial incentive packaging and housing and community development with expertise in environmental assessment, all appropriate inquiry (AAI), community outreach and education, and local land use planning. ICF has worked with economic and community development, smart growth, housing, neighborhood-based, and regulatory organizations as well as state, regional, and local governments to address the full range of brownfield issues. We assist clients with all components of a brownfield revitalization strategy, from identifying the situation to framing a solution, working with stakeholders every step of the way to enhance brownfield reuse opportunities with cost-effective, environmentally sound, innovative, and sustainable reuse strategies.

Process Stage	ICF International Capability
Assess Community Goals	1 Focus group planning and facilitation; Outreach methods to help define and articulate community vision; Preparation of outreach materials
Develop Performance Metrics	2 Performance planning and evaluation (environmental and economic development) for reuse; Define land use alternatives; Integrate sustainability/green development principles
Formulate Brownfield Reuse Alternatives	3 Alternative end use options; Financial strategies/public-private resource packaging; Integrating complementary social goals; Community outreach
Evaluate Alternatives	4 Cost-benefit analysis; Cost offsets, Integration of innovative cleanup and construction technologies; Deciphering grant requirements, Tax incentive applications; Investigating financing options
Select Brownfield Redevelopment Strategy	5 Strategic/risk-based planning; Environmental assessment and cleanup; AAI/liability relief/institutional control recommendations; Public-private financing analysis and feasibility assessment
Build Consensus	6 Stakeholder outreach and education; Focus group planning and execution
Implement Reuse Strategy	7 Technical assistance; Evaluation and monitoring support

## Featured Solutions

### Brownfield Workshops for Lenders, EPA

ICF has organized and carried out a series of workshops to demystify the brownfield process for lenders, and encourage greater private investment in brownfield projects. To date, we have conducted workshops in six states—Kentucky, Louisiana, Oklahoma, Oregon, Pennsylvania, and Colorado—bringing lenders and other financing stakeholders together with federal and state regulators, state and local economic development officials, developers, and others with an interest in advancing the brownfield financing process. More than 100 lending institutions have sent representatives to these workshops, to learn about EPA brownfield programs, federal tax incentives, and local success stories.



### Financing Brownfields: State Program Highlights, EPA

ICF collected and analyzed information on more than two dozen recent innovative state financing programs—such as brownfield TIF guarantees, investor tax credits, and insurance efforts—being used to advance brownfield project transactions. This best practices guidebook examined the role of these programs in meeting brownfield financing challenges, the types of benefits they brought

to participants (for example, enhanced cash flow, reduced tax liabilities), and lessons and ideas that other states could use as they consider their own program offerings.

### All Appropriate Inquiries (AAI) Regulatory and Training Support, EPA

ICF produced a regulatory analysis and information collection request for EPA's AAI regulation, which became effective on November 1, 2006. We analyzed the costs and benefits of brownfields redevelopment under previous ASTM Phase I environmental site assessment standards and the proposed AAI rule, organized public meetings, and summarized public comments. ICF also designed a one day training course on the requirements and implementation of the rule. Our environmental professionals have coordinated and conducted training for EPA brownfields staff, general counsel, state agencies, tribal organizations, brownfields grantees, and HUD staff in most EPA Regions, which gives ICF first-hand and comprehensive knowledge of the AAI regulation and the newly revised Phase I ASTM E1527-05 standard.

### Petroleum Brownfields Redevelopment, EPA

ICF developed case studies and fact sheets detailing the successes of EPA's USTfields pilot program. ICF also worked with the Utah Department of Environmental Quality and EPA Office of Underground

Storage Tanks to plan and implement the first joint state-EPA petroleum brownfields workshop in the United States, bringing together EPA, state and local government, and private and nonprofit sector stakeholders to network and establish partnerships for redevelopment of petroleum brownfields.



### Land Recycling Program, Pennsylvania Department of Environmental Protection

ICF led an integrated communications strategy for the Pennsylvania Department of Environmental Protection's award winning brownfields initiative. This campaign reached property sellers, potential buyers, consultants and lenders, and policy makers, and built relationships and leveraged brownfield project action. It included Web site development for Pennsylvania SiteFinder, an award-winning commercial real estate Web site, as well as brand identity, trade show and conference exposure, advertising, editorial outreach, and materials development.

### Study of Site Contamination Policies, HUD

ICF analyzed policies of various financing programs with respect to toxic contamination and advised HUD on how to improve its process of environmental review. ICF advised HUD on state-of-the-art risk based cleanup methodologies related to housing and community development, and reported on and compared current HUD regulations, policies, and procedures for managing environmental contamination to those of other organizations. Our staff made recommendations for changes to HUD's mission to foster community development and HUD's responsibility to be protective of health, the environment, and the public trust. A follow-up study is underway.

### Evaluation of Contaminated Soils at the Boston Convention and Exhibition Center, Massachusetts Office of the Attorney General

ICF supported the Commonwealth of Massachusetts Office of the Attorney General on activities related to the cleanup of contaminated soils that occurred on the site of the new Boston Convention & Exhibition Center in South Boston, which hosted the 2006 EPA brownfields conference. ICF scientists oversaw the field sampling, and using the data, we developed a site-specific model to identify contaminants and apportion them to suspected sources. This "fingerprinting" was the basis for Massachusetts to develop a case to recover costs for the site remediation. ICF also provided technical support to advance the cost recovery case, including technical review of opposing party documents; review of site records including volumes of waste and transport manifests; creation of presentation materials, maps, and reports; and management and oversight of contributing experts.

## About ICF International

ICF International (NASDAQ: ICFI) partners with government and commercial clients to deliver consulting services and technology solutions in the energy, climate change, environment, transportation, social programs, health, defense, and emergency management markets. The firm combines passion for its work with industry expertise and innovative analytics to produce compelling results throughout the entire program life cycle, from analysis and design through implementation and improvement. Since 1969, ICF has been serving government at all levels, major corporations, and multilateral institutions. More than 3,000 employees serve these clients worldwide. ICF's Web site is [www.icfi.com](http://www.icfi.com).

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