



## ABOUT ICMA

The International City/County Management Association (ICMA) is the professional and educational association of more than 8,000 appointed executive administrators serving local governments. Members manage cities, counties, towns, townships, boroughs, regional councils, and other local governments in the United States and throughout the world with populations ranging from a few thousand to several million people.

Founded in 1914, ICMA pursues the mission of enhancing the quality of local government through professional management. Its members turn to ICMA for information, research, and technical assistance on many issues of special interest. ICMA's management assistance includes a wide range of publications, training programs, research, information, and training services.

ICMA's Research and Development Department seeks to enhance the quality of local government management through information sharing, technical assistance, research, and partnership building among concerned stakeholders. The Research and Development Department has been studying the role that local government can play in a variety of brownfields issues through a cooperative agreement with the U.S. Environmental Protection Agency (EPA), Cooperative Agreement No. CR-R-82870801. The opinions expressed in this guide are solely those of ICMA, and do not necessarily reflect the views of EPA.

Other ICMA publications made possible by this and prior cooperative agreements with the EPA include:

*Beyond Fences: Brownfields and the Challenges of Land Use Controls*

*Brownfields and Utility Sites: A Primer for Local Governments*

*Brownfields Blueprints: A Study of the Showcase Communities Initiative*

*Brownfields Redevelopment: A Guidebook for Local Governments and Communities*

*Getting the Job Done: Strategies and Lessons Learned in Facilitating Brownfields Job Training*

*ICMA Base Reuse Handbook: A Navigational Guide for Local Governments*

*Navigating the Waters: Coordination of Waterfront Brownfields Redevelopment*

*Righting the Wrong: A Model Plan for Environmental Justice in Brownfields Redevelopment*

*Small Spaces, Special Places: Coordination of Rural Brownfields Redevelopment*

For more information the ICMA Brownfields Program, please contact:

Danielle Miller Wagner

Director, Brownfields Program

International City/County Management Association

777 North Capitol Street, NE, Suite 500

Washington, D.C. 20002-4201



## ACKNOWLEDGEMENTS

This report was prepared by Elizabeth Stasiak, project manager at ICMA. All text, with the exception of chapter four, was written by Elizabeth Stasiak; chapter four was written by Julie Pearson, Assistant Project Manager at ICMA.

The authors of this report wish to express their most sincere appreciation to the many people who provided assistance during the preparation of this publication, including Danielle Miller Wagner, Director of Brownfields Programs at ICMA; M. A. Cutter for editing services; and Dawn Leland and Will Kemp of ICMA for production assistance.

Special thanks to all those who assisted in the development of the project profiles, including:

Craig Anderson, City of Moline, Illinois  
Susan Cannon, City of Concord, North Carolina  
Dan Bartlett, City of Astoria, Oregon  
Paul Benoit, City of Astoria, Oregon  
John Berdes, Shorebank Enterprises  
Melvin Burns II, City of Muskegon Heights, Michigan  
Art DeMuro, Venerable Properties  
Joe Dufficy, US EPA Region 5  
Jennifer Haas, Minnesota Pollution Control Agency  
Scott Harrington, City of Moline, Illinois  
Brooks Koenig, Oregon Department of Environmental Quality  
Greg Leatherman, City of Fort Wayne, Indiana  
Kathryn Lynnes, Williams & Beck  
Nancy Mulcahey, City of Moline, Illinois  
Wayne Nelson, Metropolitan Council  
Michael Welch, Minnesota Environmental Initiative  
Ann Wentz, U.S. EPA Region 5

Published January 2003.

Cover: American Can Company, New Orleans, Louisiana.  
Photograph by Molly Singer, ICMA.

