

**How an Effective Communication
Program Streamlined
Remediation, Managed Risks,
Obtained Stakeholder
Consensus, and Reduced Cost**

Linden Place Property Marion, Ohio

**Marc Okin - Columbia Gas of Ohio
Shawn Fiore - Haley & Aldrich**

May 2012



Agenda

- Site History
- Communications and Project Planning
- Communications Actions
- Investigation / Remediation
- Conclusions



Site History

- A Manufactured Gas Plant was constructed at this site in about 1861.
- Was the 1st business corporation in Marion.
- The MGP included:
 - 1 retort building
 - 3 gas holders
 - 1 tar well
 - Purifiers
 - Coal and coke storage,

Site History

- A Manufactured Gas Plant was constructed at this site in about 1861.
- Was the 1st business corporation in Marion.
- It was Big News!

THE MARION

THE MARION GAS COMPANY

Is Given a Perpetual Franchise To
Supply the City

WITH BOTH NATURAL
AND ARTIFICIAL GAS

Cut in the Price of the Artificial Article—A Little Legislation for the Grocers—Reduction in the City Tax Rate of Three-Fourths of a Mill. The City Fathers Are Feasted.

An important meeting was held by the members of the city council Monday evening, all being present excepting Harvey and Barlow. Ordinances were adopted regulating the rate of taxation, granting a natural gas franchise and prohibiting peddlers from selling their wares without a license. The body was called to order by President Murphy at 8 o'clock, and it was after 10 before the meeting was adjourned.

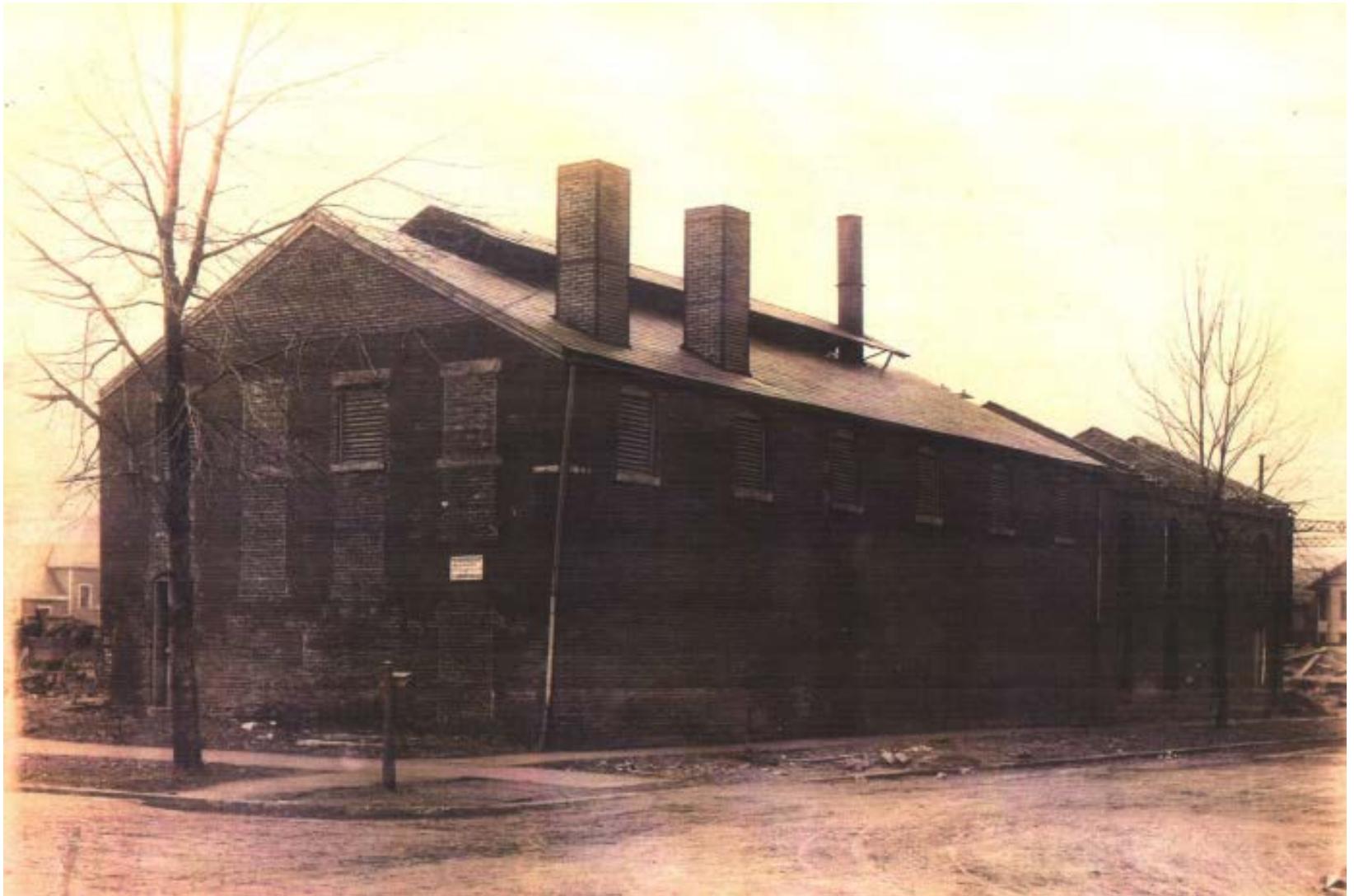
After the reading of the minutes.

Marion Gas Light Company



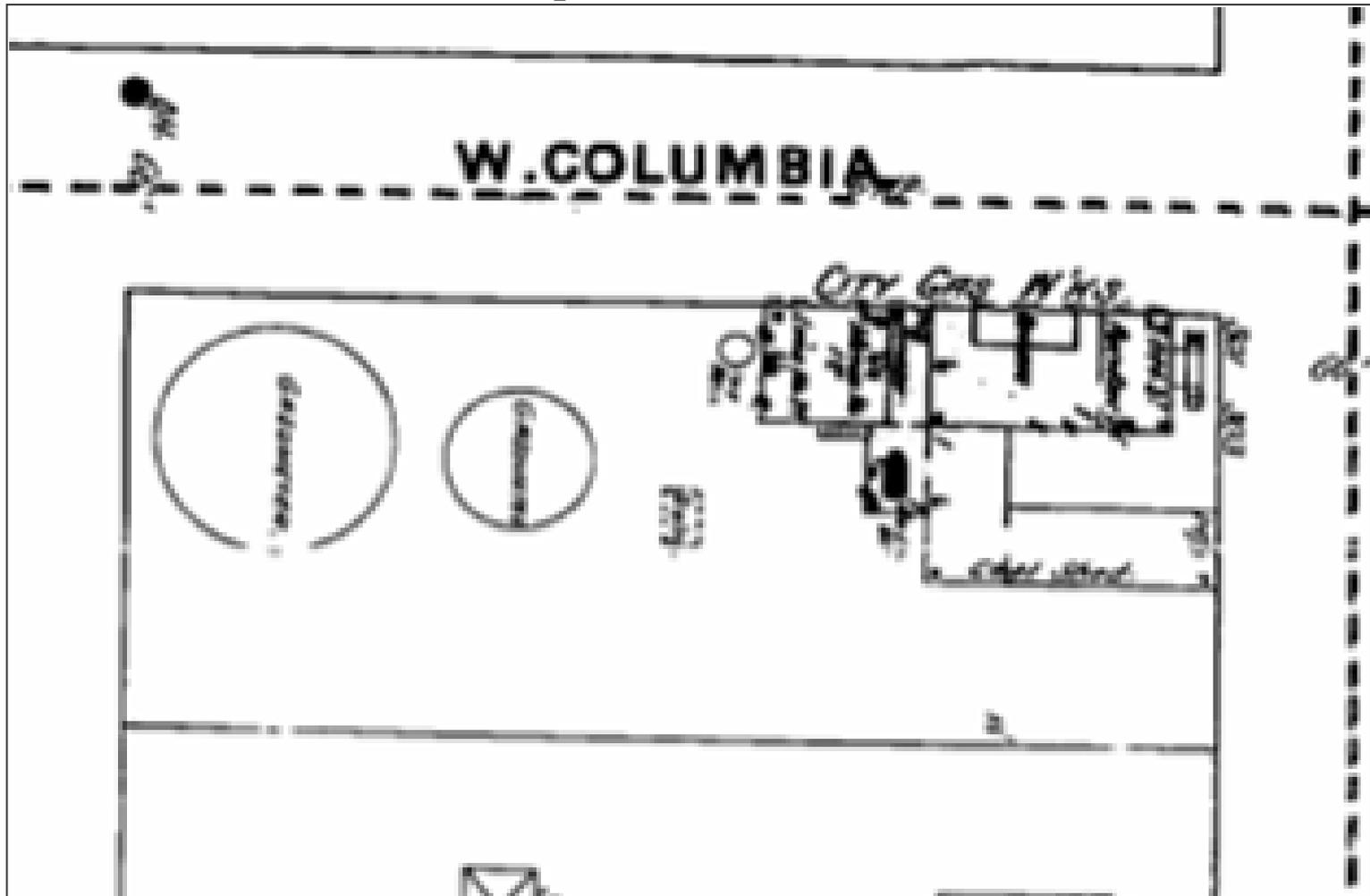
PLANT OF MARION GAS LIGHT COMPANY.

Marion Gas Light Company



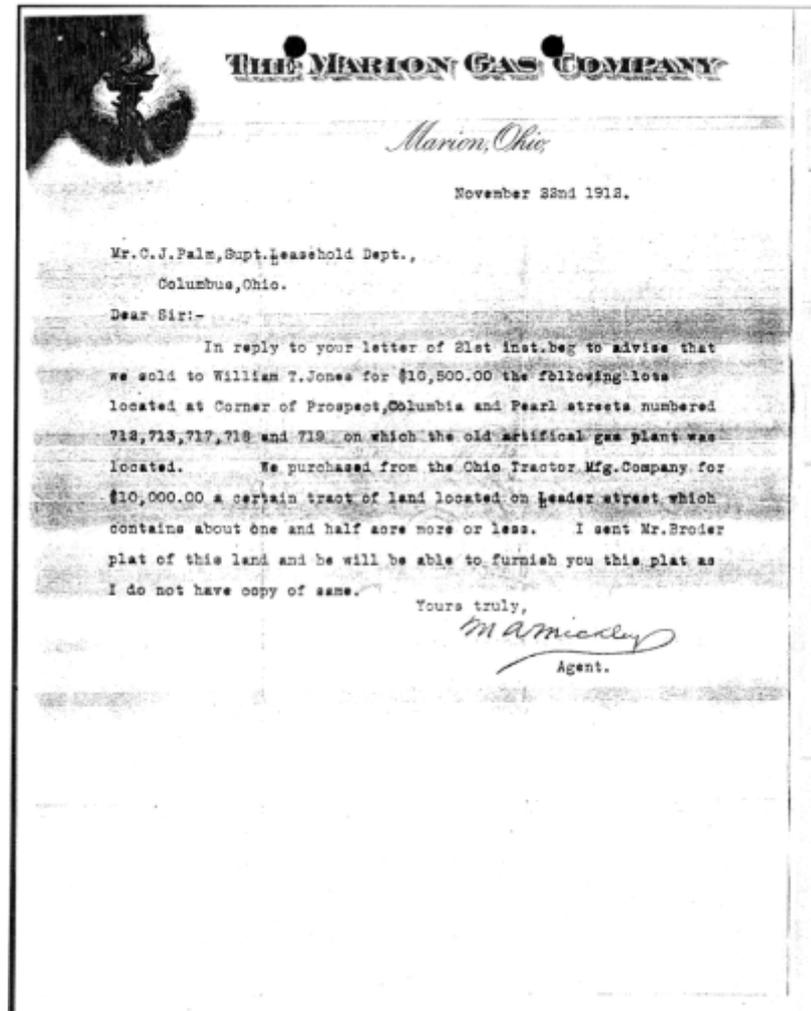
Site History (continued)

1895 Sanborn Map



Site History (continued)

- The plant ceased operations in about 1902 and the MGP was eventually razed.
- The property was sold to a developer (William T. Jones) in 1912.
- By 1914, a new road (Linden Place) and 16 new homes had been constructed on the former plant property.



Site History (continued)

By 1914, a new road (Linden Place) and 18 new homes had been constructed on the former plant property.

Marion's Finest Home Site

LINDEN PLACE
W.T. JONES OWNER

PROSPECT STREET **PEARL STREET**

COLUMBIA STREET

**18 Strictly Modern, Complete, New Homes Within
Two Blocks of Center of City.**

LINDEN PLACE Will provide the opportunity of years to secure a modern home, right in the heart of the city, at prices within the reach of all.

Study the plan. It shows the size of each lot, bounded by three paved streets, with 10 lots fronting on a beautiful paved court with grass and shrubbery plot in the enclosure. Each house will be of 6 to 7 rooms, built strictly modern in every respect, slate roof, bath, electric light, collar, attic, furnace, porch, walks and grading all complete. The lots facing the court will have no special taxes; all are paid for. The entire addition will be planted with beautiful silver leafed Linden trees of a very showy heart-shaped foliage, light green above and sil-

very underneath, trees that grow about 40 feet tall. When this new addition is entirely completed, it will without doubt be one of the most attractive, desirable home spots in all Marion.

Three houses are already nearing completion and ready to show prospective buyers—while all the others will be hastened to completion before Spring is old. Each house is of different architecture of latest style in appearance and most accessibly arranged. They will be for sale for cash or easy terms, at

\$3500 to \$4500

Marion is destined to become a large, thriving city, and already it is almost impossible to secure homes near the center of the city, at not exorbitant prices. This addition is the exception and proves not wishing too large a lot—but strictly modern, class in property—here is the chance of years. Consult me at once, and minor changes can be made in the house you may wish to buy. Be sure of one fact, Linden Place will be a beautiful residence section.

Other Properties in Different Parts of Marion for Sale.

Three new, modern homes on McWilliams Court. See minutes' walk from Court House, paved street, etc. Prices \$3000.

Two new modern houses on Vine street, north of Center, at \$3200.

One new 7 room house, completely modern, on Silver Street, at \$3800.

Only two houses left of the 22 built last summer on Chestnut street. Both are very choice and desirable, at \$3800.

Contracting for so many houses at one time, buying lumber and material in such quantities, keeping a regular corps of skilled workmen constantly employed, etc., enables me to build and sell at a small profit that the individual job not duplicate at the same price. Talk it over with

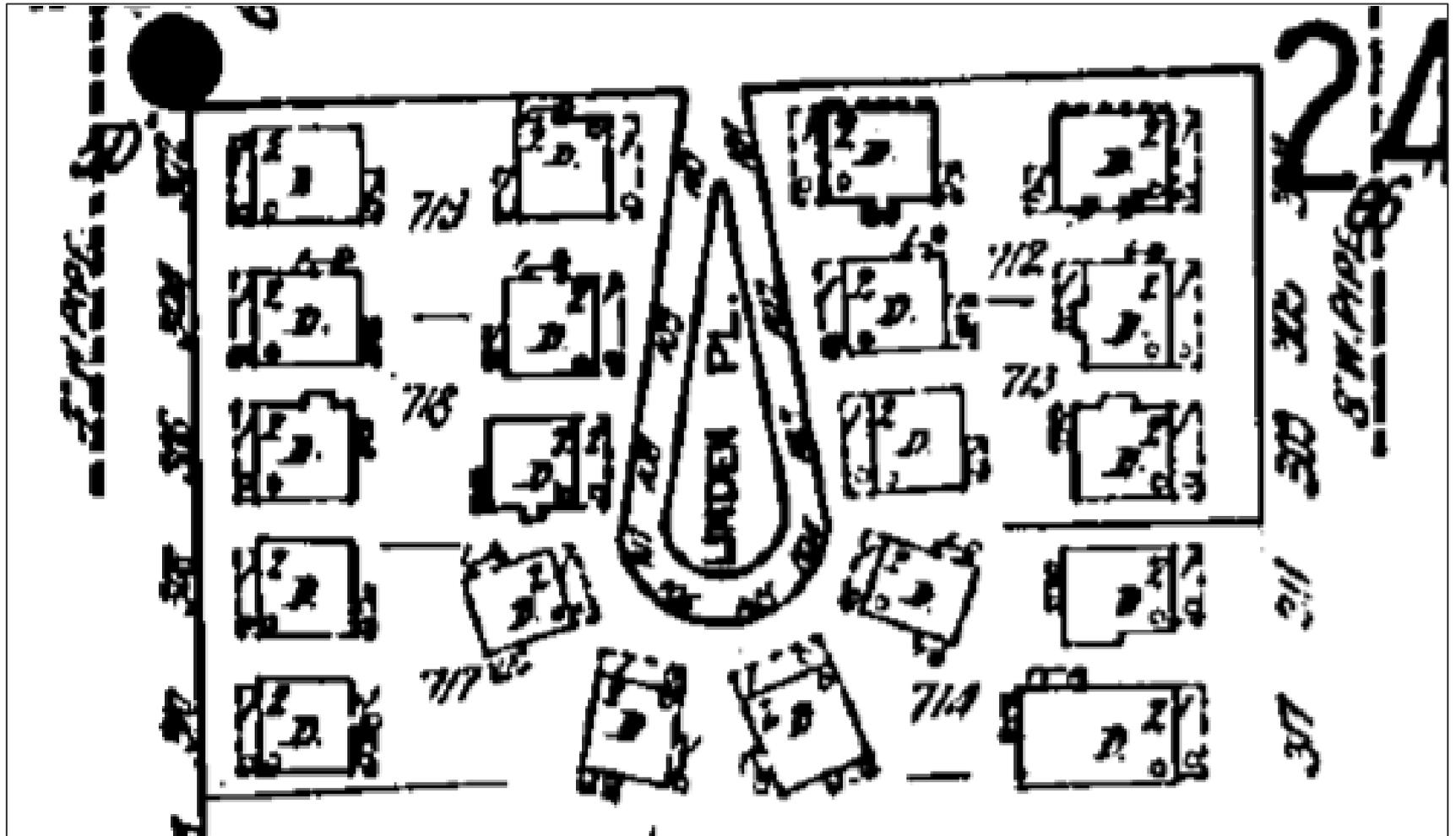
Office in Huber Block. Phone 1061.

WM. T. JONES

Office open Saturday and Monday Evening or by appointment.

Site History (continued)

Linden Place Property - 1914 Sanborn Map



- Fast Forward 90 Years

Linden Place

These homes remained at their original locations when the project started.



Linden Place

These homes remained at their original locations when the project started.



The Project

Investigate and if necessary remediate impacts, if any, related to former MGP.

The Challenge

- Complete the project, by
 - Obtaining access, for Phase I and II activities, to 18 properties on which turn-of-the-century homes were located;
 - Ultimately purchasing the properties on the former MGP footprint;
 - Moving the owners / tenants to new locations;
 - Closing the roadway (Linden Place)
 - Demolishing the buildings;
 - Working with The City toward future reuse of the property
 - Vying for a CORF grant;
 - Winning the grant and
 - Implementing the remedy.

The Solution

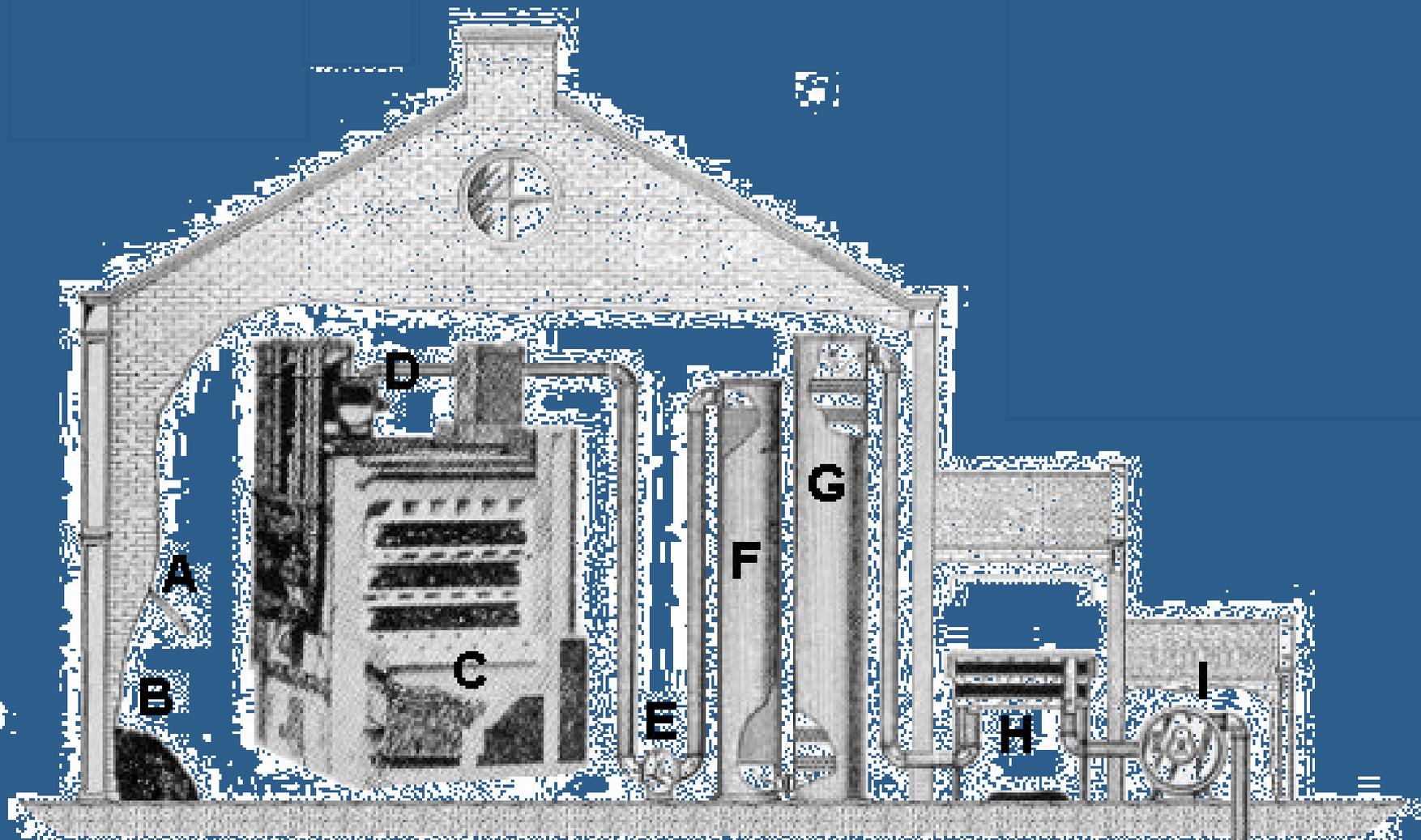
- Implementation of a proactive communication program designed to
 - Provide timely information on project specifics
 - Listen to and respond to questions and concerns
 - Request input from stakeholders
 - Obtain input from local officials and keep local officials informed.

MGP?

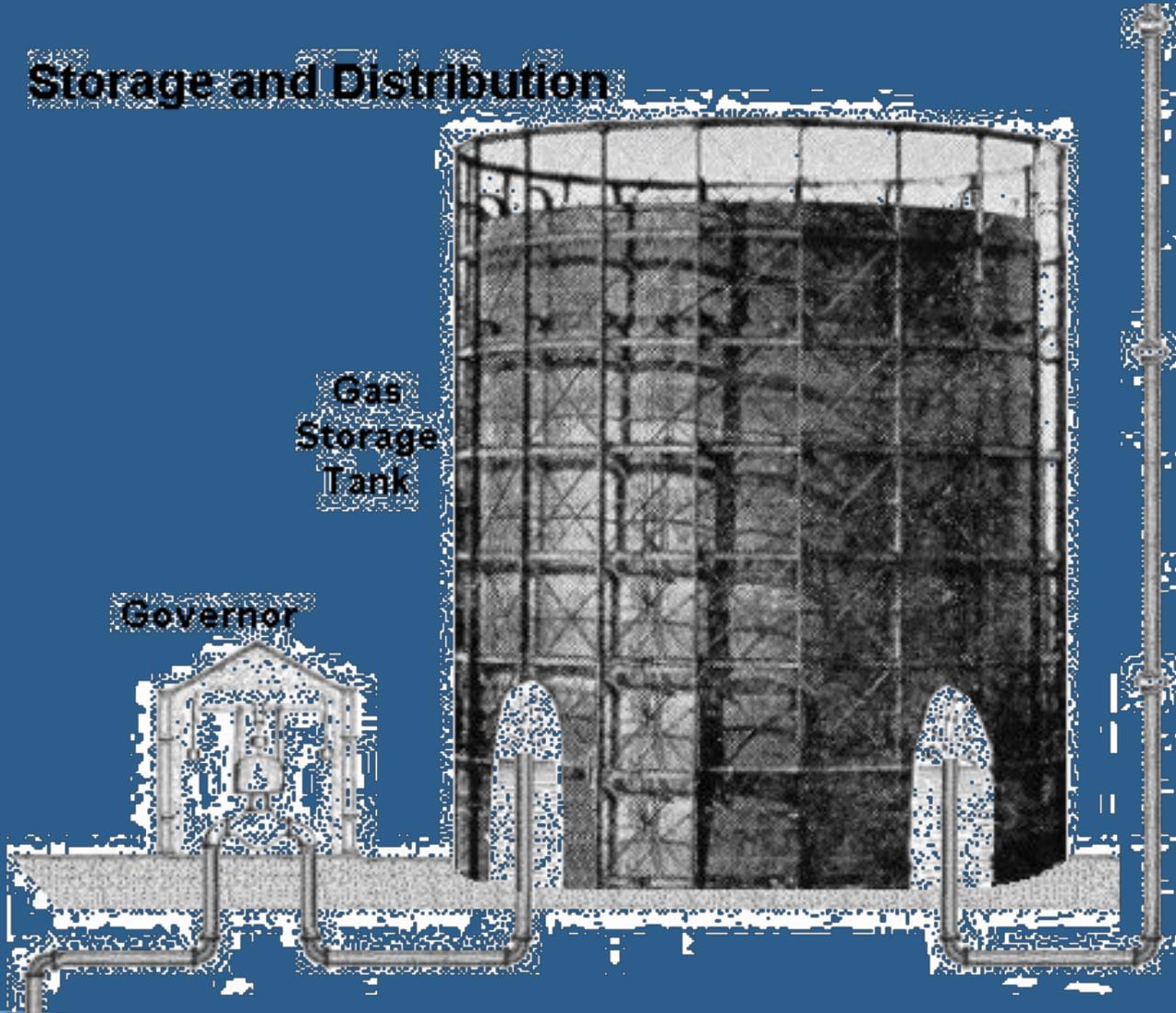
What is a manufactured gas plant?

- Manufactured gas – also known as coal gas or town gas - was produced when coal, coke and/or oil was burned in a closed vessel.
- The gas was captured and cleaned of impurities before being stored in large round structures, known as gas holders.
- Town gas was distributed first for lighting streets, homes and businesses and later for heating and cooking.
- The gas holders are prominent features in historical pictures of our communities

What did a manufactured gas plant look like?



How was manufactured gas stored and distributed?



The Communications Team

- Gretchen Monti – Monti Communications
- Ray Frank – Columbia Gas of Ohio
- Marc Okin – Columbia Gas of Ohio
- Shawn Fiore – Haley & Aldrich
- City of Marion
 - Mayor Scott Schertzer
 - Director Jay Shoup
 - Others

Communications Planning

- A proactive community relations program was
 - A must for building trust with stakeholders
 - Key to honest and open, two way communication
 - Critical for project success (remediation and reuse)
 - It formed the basis for being awarded a CORF grant for the site remediation, and
 - Future development to be guided by the City (the city now owns the property).

Communications Tools

- Stakeholder Identification
- Meetings
- Provide Periodic Updates
- Information Repositories

Communications Tools

- Stakeholder Identification

Communications Tools

- Meetings were held to
 - Inform and Educate Stakeholders
 - Listen and respond to concerns, worries, questions
 - Obtain feedback and input
- Meetings with
 - Local and regional government officials
 - One-on-one Meetings with landowners
 - One-on-one Meetings with tenants
 - Stakeholder Meetings – group and one-on-one

Stakeholder Meetings

- Numerous public meetings, frequent contact, periodic / timely updates.

Back Hoes and Track Hoes



Test Pit Excavation



Soil Sampling Equipment



Groundwater Sampling Equipment



Soil Gas Sampling Equipment



Communications Tools

- Provide Periodic Updates
 - Personal communications
 - In person
 - Phone
 - Mail
 - Fact Sheets
 - Work schedules (no surprises)
 - Results of Work Completed
 - Next steps and what to expect.

Communications Updates

Environmental Investigations at Former Manufactured Gas Plant Sites

January 2008

Introduction:
Beginning early in the 1970's, America was fueled largely by coal. One of the ways of coal was to manufacture "town gas," which made use of stoves, heaters, and incinerators. Coal and sulfur plants to be. The manufacture of gas was related to the coal-PROD's which meant gas was usually available through the same pipeline systems. This was considered energy source for economic environmental challenge for today.

Why is Columbia Gas conducting investigations at these plant sites?
Though town gas plants are believed to have been operated in a safe manner, the manufacture and use of town gas, when we have seen those plants appear in the environment. We are investigating conditions at these former manufactured gas plant locations and, if need be, are taking actions to manage impacts to the environment.



As part of its commitment to protect the environment, provide a safe work place, and be a good neighbor to our communities, Columbia Gas of Ohio has a program to study sites where gas was produced or used if they might have impacted the environment.

A recent 18-month study follows a successful town gas plant and later operations in the vicinity of the unlicensed owner of Project and Columbia enters in March 2006 from the 100's and approximately 1000. Columbia Gas is looking to help a study of this site early in 2008.

What is a manufactured gas plant?
A manufactured gas plant produces "town gas" by heating coal, coke, natural gas, and other materials. The gas was captured and cleaned of impurities before being stored in large metal cylinders, known as gas holders. Town gas was distributed for use in lighting, stoves, heaters, and furnaces, and for the heating and cooking. These gas holders are present in many locations at former sites.



Diagram illustrating the process of manufacturing town gas from coal.



Agency for Toxic Substances and Disease Registry Test/FQI

How are environmental studies performed?
An expert engineering firm experienced with gas manufacturing sites conduct environmental investigations. Studies include soil sampling using multi-distance probes, with a depth up to 100 feet. The probes are equipped with sensors that detect the presence of various pollutants.

How might I be impacted in PAH's?
PAHs are a group of chemicals that are found during the incomplete burning of coal, oil, and gas, among other organic materials. They are found in many locations at former sites. Columbia Gas is looking to help a study of this site early in 2008.

ATSDR LEAD CAS # 7439-92-1

Division of Toxicology and Environmental Health Test/FQI

What does this document tell me about lead?
This fact sheet answers the most frequently asked health questions (FAQ) about lead. For more information, call the ATSDR Information Center at 1-800-422-6274. This fact sheet is one in a series of materials about hazardous substances and their health effects. It is important to understand this information because the substances may harm you. The effects of exposure to any hazardous substance depend on the dose, the duration, how you are exposed, personal traits and habits, and whether other chemicals are present.

HEALTH EFFECTS: Exposure to lead can happen from breathing polluted air or dust, eating contaminated foods, or drinking contaminated water. Children can be exposed from eating lead-based paint chips or playing in contaminated soil. Lead can damage the nervous system, kidneys, and reproductive system. Lead has been found in at least 1,200 of the 1,602 National Priority List sites identified by the Environmental Protection Agency (EPA).

- What is lead?** Lead is a naturally occurring heavy metal found in small amounts in the earth's crust. Lead can be found in many locations including leaded gas, paint, solder, and jewelry.
- Lead is more common than you think.** It is found in the production of batteries, ammunition, and products made of pipes, and devices in the automotive, electrical, and construction industries. Lead is also found in some foods, toys, and consumer products. Smoking and pipe use have been associated with lead exposure.
- Lead has been found in lead-based paint.** Lead-based paint was commonly used in homes until the 1970s. Lead-based paint can be found in many locations, including in lead-based paint chips or dust.
- Lead is found in leaded gasoline.** Lead was added to gasoline to improve engine performance. It was phased out in the 1990s.
- Lead is found in leaded solder.** Lead was used in solder for electronic components. It was phased out in the 1990s.
- Lead is found in leaded brass.** Lead was used in brass for decorative purposes. It was phased out in the 1990s.
- Lead is found in leaded glass.** Lead was used in glass for decorative purposes. It was phased out in the 1990s.
- Lead is found in leaded ceramic.** Lead was used in ceramic for decorative purposes. It was phased out in the 1990s.
- Lead is found in leaded ink.** Lead was used in ink for printing. It was phased out in the 1990s.
- Lead is found in leaded oil.** Lead was used in oil for lubrication. It was phased out in the 1990s.
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Results of Environmental Investigation at Marion Former Manufactured Gas Plant Site

May 2008

Introduction:
As part of its commitment to protect the environment, provide a safe work place, and be a good neighbor to our communities, Columbia Gas of Ohio has a program to study sites where gas was produced or used if they might have impacted the environment.

What environmental studies have been performed?
An expert engineering firm experienced with gas manufacturing sites conduct environmental investigations. Studies include soil sampling using multi-distance probes, with a depth up to 100 feet. The probes are equipped with sensors that detect the presence of various pollutants.



How might I be impacted in PAH's?
PAHs are a group of chemicals that are found during the incomplete burning of coal, oil, and gas, among other organic materials. They are found in many locations at former sites. Columbia Gas is looking to help a study of this site early in 2008.

What are the results of the investigation?
The investigation found no significant levels of lead in the soil. The results indicate that there are no health concerns in the vicinity of the site.

Are government agencies involved with the investigations?
We are conducting our investigations in accordance with the Ohio Environmental Protection Agency (OEPA), and have followed their lead in this matter. Columbia Gas is looking to help a study of this site early in 2008.

What will be done in the Phase II investigation?
The Phase II investigation will include soil sampling using multi-distance probes, with a depth up to 100 feet. The probes are equipped with sensors that detect the presence of various pollutants.

Fact Sheet Linden Place Property Marion, Ohio

City of Marion
Environmental Division
Ohio Department of Health

January 2011

Introduction:
Beginning early in the 1970's, America was fueled largely by coal. One of the ways of coal was to manufacture "town gas," which made use of stoves, heaters, and incinerators. Coal and sulfur plants to be. The manufacture of gas was related to the coal-PROD's which meant gas was usually available through the same pipeline systems. This was considered energy source for economic environmental challenge for today.

What is a manufactured gas plant?
A manufactured gas plant produces "town gas" by heating coal, coke, natural gas, and other materials. The gas was captured and cleaned of impurities before being stored in large metal cylinders, known as gas holders. Town gas was distributed for use in lighting, stoves, heaters, and furnaces, and for the heating and cooking. These gas holders are present in many locations at former sites.

How was manufactured gas plant's impact the environment?
An expert engineering firm experienced with gas manufacturing sites conduct environmental investigations. Studies include soil sampling using multi-distance probes, with a depth up to 100 feet. The probes are equipped with sensors that detect the presence of various pollutants.

How has the Linden Place Property been impacted?
The City of Marion is conducting this former manufactured gas plant project for the benefit of the citizens of Marion. The results of the investigation are being used to help the City of Marion make decisions about the future of the site.



Aerial view of the Linden Place Property site in Marion, Ohio.

Phase II Environmental Investigation at Marion Former Manufactured Gas Plant Site

March 2012

Introduction:
The work of the City of Marion, Ohio, is to provide a safe and healthy environment for its citizens. As part of this effort, the City is conducting a Phase II environmental investigation at the former Linden Place Property site.

What will be the next steps in the project?
The next steps in the project will include soil sampling using multi-distance probes, with a depth up to 100 feet. The probes are equipped with sensors that detect the presence of various pollutants.

What work will be done in the Phase II investigation?
The Phase II investigation will include soil sampling using multi-distance probes, with a depth up to 100 feet. The probes are equipped with sensors that detect the presence of various pollutants.

When can I get more information?
Columbia Gas is committed to providing information to the community about its operations and the results of its investigations. You can contact Columbia Gas at 1-800-422-6274 for more information.

Will the work affect the neighborhood?
The work of the investigation will not affect the neighborhood. The investigation is being conducted in a safe and controlled manner.

How can I get more information?
Columbia Gas is committed to providing information to the community about its operations and the results of its investigations. You can contact Columbia Gas at 1-800-422-6274 for more information.

Communications Tools

- Information Repositories
 - Website
 - On-site signage
 - Library

Project Website

Community Window on the Linden Place Property Marion, Ohio

City of Marion
Columbia Gas of Ohio
Ohio Department of Development

Home	The Site	The Project	Public Outreach	FAQs	Links	Contact Us
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Welcome to the community website for information on the environmental project at the Linden Place Property in Marion, Ohio.

This project is a public/private partnership between the City of Marion, the Ohio Department of Development (Clean Ohio Revitalization Fund), and Columbia Gas of Ohio. The project is being led by the City of Marion, with support provided by Columbia Gas.

This website is provided to keep the community informed on the progress of the cleanup efforts at the Linden Place Property, which is the site of a former manufactured gas plant. We are committed to doing this job right, safely, and cost effectively.

The tabs above will take you to pages that provide information about various aspects of the project. The contacts page provides links to: the City of Marion, Columbia Gas of Ohio, Ohio Department of Development and the Ohio Environmental Protection Agency to obtain more information about this project.

Check back in the future for further updates on our progress.

Historical Photographs of the Former Manufactured Gas Plant in Marion
Circa 1895 and 1904

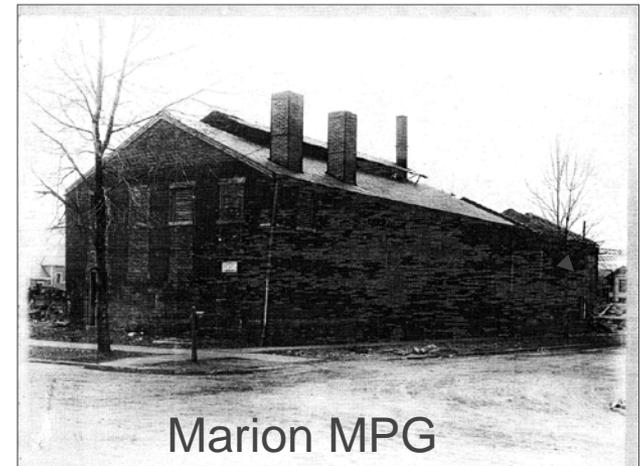


Linden Place Property - Environmental Remediation Project

SITE BACKGROUND: This site was used from 1861 until about 1904 to manufacture gas for distribution to portions of Marion. Gas was produced in this era by roasting coal, coke and/or oil in a closed vessel and **storing** the gas in a large tank called a gas holder prior to distribution. Local gas manufacturing was replaced by the interstate natural gas pipeline system that now serves the community. Coal tar, a byproduct of gas manufacturing, was generally collected and sold for uses such as roofing cement and asphalt; however, some coal tar entered the environment. As part of its commitment to protect the environment and be a good neighbor, Columbia Gas of Ohio has completed various environmental studies and developed a remediation plan to clean up this site, which is now under way. This project is a public/private partnership of the City of Marion, the Ohio Department of Development (Clean Ohio Revitalization Fund), and Columbia Gas of Ohio.

Current Remediation Work: The goal of this remediation project is to restore this property so that it is safe to use in the long term. The remediation includes excavation and off-site disposal of material within the gas holders and coal-tar impacted soils, as well as restoration of the site for future re-use. We anticipate work will be completed in the Spring of 2011.

Regulatory & Contact Information: The remediation is being completed under a Clean Ohio Revitalization Grant, following Ohio EPA, Voluntary Action Program requirements. For further information, please contact one or more of the following: Jay Shoup, the Marion City Service Director, at 740.387.4705, Gwen Janeczek of the Marion Health Department at 740.387.2875, Ray Frank, Columbia Gas of Ohio Communication Manager at 440.240.6122 or the Ohio EPA at 614.644.3020



Marion MPG
~1904

Additional information is available online at: www.lindenplaceproperty.com



Alternative Scenarios

- Before implementation of the communications program, the project team considered a number of alternative remedial scenarios that were...

Project Update

- Remediation work is complete.
- Approximately 18,500 tons of impacted soils were removed and disposed.
- Grass cover has been established.
- No injuries, spills, leaks, or reportable incidents.

Remediation



Remediation



Remediation



Remediation



Remediation



Linden Place Property – Project Sequence

Prior to Site Work



Initial Investigation



Securing Properties



Demolition



Remediation



Post-Remediation



Press Coverage – Four Times

MarionStar.com

Officials fete finish of Linden Place project

MARION - Rain falling on the tent canopy overhead and puddles forming underfoot didn't keep officials from recognizing the Linden Place project Wednesday.

The project, which began in 2006, included the purchase by Columbia Gas of Ohio and demolition of 18 homes after discovery of hydrocarbons at the former manufactured gas plant site. It also involved removal of contaminated soil and groundwater and donation of the 1.1-acre property in 2010 to the City of Marion for potential redevelopment.

Columbia Gas of Ohio, the City of Marion and the Ohio Department of Development collaborated on the \$3.6 million project, with no cost to the city, said Ray Frank, Columbia spokesman. The city won a \$2 million Clean Ohio Revitalization Fund grant for the project.

Jack Partridge, chief regulatory officer and Columbia Gas of Ohio president, and Mayor Scott Schertzer described the project as a prime illustration of a successful public-private alliance.

"It's another example of a unique partnership where the public and private sectors can work together for the community," Schertzer said.

He said he will work with department heads to determine what the city will do with the property, which carries some restrictions. The site will not be used for industrial development, but could be a commercial property - although that would require rezoning, he said. Currently, the property is zoned residential.

"It's possible we could market this site," he said. "Again, there are restrictions. ... It's still nestled in a neighborhood setting. It would be nice if we could maintain that type of atmosphere."

Partridge said Columbia Gas has been through a number of remediation projects, but the Linden Place project stood out.

"What's unique ... is this is virtually in the heart of the city," which increased the human element involved, because typically former manufactured gas plant sites are in rural settings, he said. "I think we worked well with each other."

Speaking at the recognition event, city

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Clean Ohio grant will speed recovery of neighborhood

BY JOHN JARVIS - THE MARION STAR - NOVEMBER 21, 2009

Comments (1) Recommend Print this page E-mail this article Share

MARION - A \$2 million state grant will help clean up a former West Columbia Street neighborhood, a project that could be completed by the end of next year.

The city learned Friday it received the Clean Ohio Revitalization Fund money after Mayor Scott Schertzer made a "two-minute pitch" as one of 17 applicants.

The Linden Place project at West Columbia and South Prospect streets includes 18 city lots, or about 1.1 acres, where the former Marion Gas and Electric Co. operated from 1861 to 1908.

The city has an agreement with Columbia Gas of Ohio, which owns the property, to buy and redevelop the site after remediation, Schertzer said. The grant will expedite the project.

"It'll be much quicker, and we're guaranteed of a cleanup, and we're also guaranteed the property will be the city of Marion's at the end of the cleanup."

Schertzer said the grant also will help attract jobs and provide a development-ready site.

"And the best part is this is being done without any city funds being used," he said.

Private funds have been secured for remediation costs. The estimated total cost of the cleanup is \$4.6 million, said Ray Frank, Columbia Gas of Ohio spokesman. That includes money already invested in the site through purchase of properties, removal of asbestos from houses that were demolished, core sampling and other testing.

Marion Gas and Electric manufactured gas used to power downtown street lights in the late 1800s and early 1900s, Frank said. In March 2006, a study found polycyclic aromatic hydrocarbons and lead.

Back

Article published Oct 23, 2007

City Council

MARION — Two abandoned fire-damaged houses will be demolished following approval of an ordinance Monday. The houses are more attractive to possible buyers, said City Law Director Mark Russell.

Two other houses, identified as nuisance properties, also can be razed, but efforts by the city's nuisance property houses more attractive to possible buyers, said City Law Director Mark Russell.

Council OK'd demolition of houses at 1014 Oak Grove Ave. and 290 Glad St. Open houses at two others, 443 Lee St. and 177 Lincoln Ave., revealed some interest from potential buyers. Russ of the properties released their respective liens on the properties in cooperation with the task force's effort to enclose properties and fix them up, eliminating slum and blight.

Council gave first reading to an ordinance that would vacate Linden Place in the W.T. Jones third addition, C&C M. Peters second addition.

The area was the location of the former Marion Gas Co., which manufactured gas used to power downtown street early 1900s. Columbia Gas, which is seeking the vacation, purchased houses on the site after a study in March 2006 revealed polycyclic aromatic hydrocarbons were present in the soil.

The company is in the early stages of investigating and remediating the area, said Columbia spokesman Ray Frank. Columbia Gas has never operated on the site, but through a series of ownership changes has some association with the former Marion Gas Co. He said the land will be monitored by the Environmental Protection Agency after cleanup to industrial standards. The company has no intention ever to develop the area for residential use, Frank said.

He said he could not estimate when the project would be completed.

Council gave second readings to ordinances that would accept petition for annexation of the Marion Homeless Shelter for women and children on West Fairground Street and .06 acres on Delaware Avenue.

A resolution authorizing application for state Issue 1 funding for capital improvement and/or local transportation improvement programs received council approval.

Council also OK'd an ordinance to make additional appropriations in various funds for this year.

Press Coverage

MarionStar.com

Officials fete finish of Linden Place project

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Speaking at the recognition event, city

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Fiore said he will submit a "several-thousand-page document" to the Ohio Environmental Protection Agency.

The Results

- The project is complete, NFA submitted for review.
- No significant third-party complaints
 - No odor complaints
 - No traffic complaints
 - No neighbor complaints
- Minimal newspaper coverage, was factual and positive.
- No TV coverage.
- Project resources were focused on expediting site remediation and not on reactive responses to media / stakeholder issues.