

Redevelopment Planning and Beneficial Reuse



Claire Woods

Director, Environmental Justice Program

Environmental Justice Advisory Board

October 4, 2022



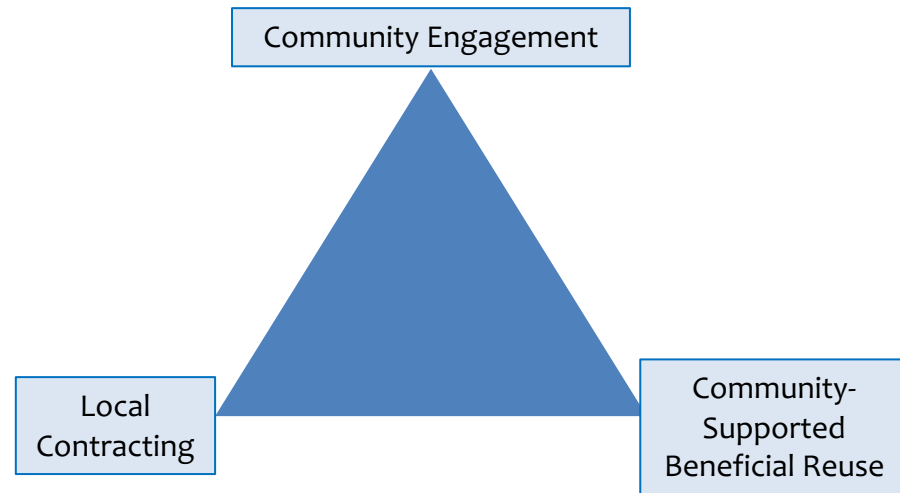
Agenda

- ✓ Overview of Environmental Justice Program Pillars
- ✓ Multistate Trust's Approach to Redevelopment Planning
- ✓ Redevelopment Planning – Success Stories
 - Industri-plex Superfund Site, Woburn, Massachusetts
 - Former Asarco Smelter, RCRA Corrective Action and Superfund Site, East Helena, Montana
 - Various Owned Service Stations
- ✓ Redevelopment Planning – Ongoing Efforts
 - Kerr-McGee Chemical Corp. Superfund Site, Navassa, North Carolina
 - Kerr-McGee Chemical Corp. Superfund Site, Columbus, Mississippi
- ✓ Redevelopment Planning Challenges & Lessons Learned



Environmental Justice Program Pillars

- ✓ We strive to engage community members, clean up legacy contamination, and facilitate reuse with transparency, to support environmental cleanup and economic growth
- ✓ Our environmental justice goals:
 - Share information with and seek input from community members
 - Fulfill vendor and contracting needs by contracting locally, where possible
 - Support community's vision for safe Site redevelopment, where possible



Approach to Redevelopment Planning

- ✓ Multistate Trust is responsible for positioning former Kerr-McGee properties for safe, beneficial reuse
- ✓ We seek reuse options that are community-supported, safe, beneficial, and economically sustainable
- ✓ We believe communities should have a say in how sites are used after cleanup
- ✓ We recognize that redevelopment may help mitigate historic injustice and that a new use can transform a vacant, contaminated lot into one that has value for a community

Conway, Arkansas – Former Owned Service Station



Approach to Redevelopment Planning

- ✓ Multistate Trust leads community engagement efforts and redevelopment planning initiatives (RPIs) to seek input on reuse
- ✓ Through RPIs, the Multistate Trust can incorporate, where practical and feasible, communities' goals, priorities, and vision for site reuses:
 - Can be customized for each site and community
 - Governed by cleanup progress, market conditions, land use regulations, and available funding
 - Can include workshops, focus groups, visioning sessions, community surveys, open houses or drop-in sessions, and public meetings
 - Require significant investment
 - When supported by Beneficiaries, we can engage land use planners to create conceptual scenarios that capture community preferences
- ✓ During marketing and sale process, the Multistate Trust can identify and prioritize potential buyers that propose uses consistent with community-supported redevelopment scenarios

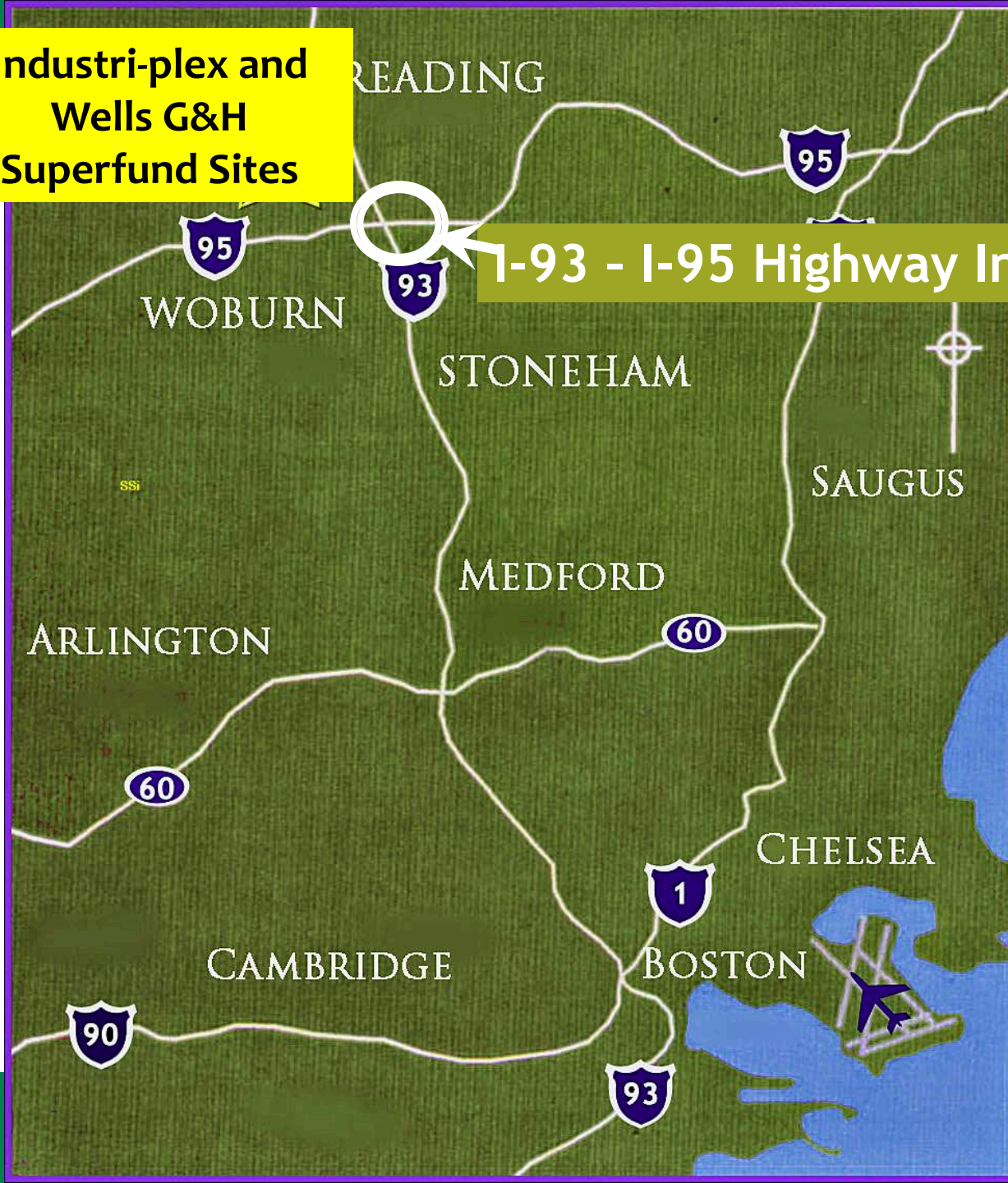
Redevelopment Planning Success Story

Industri-plex Superfund Site Woburn, Massachusetts



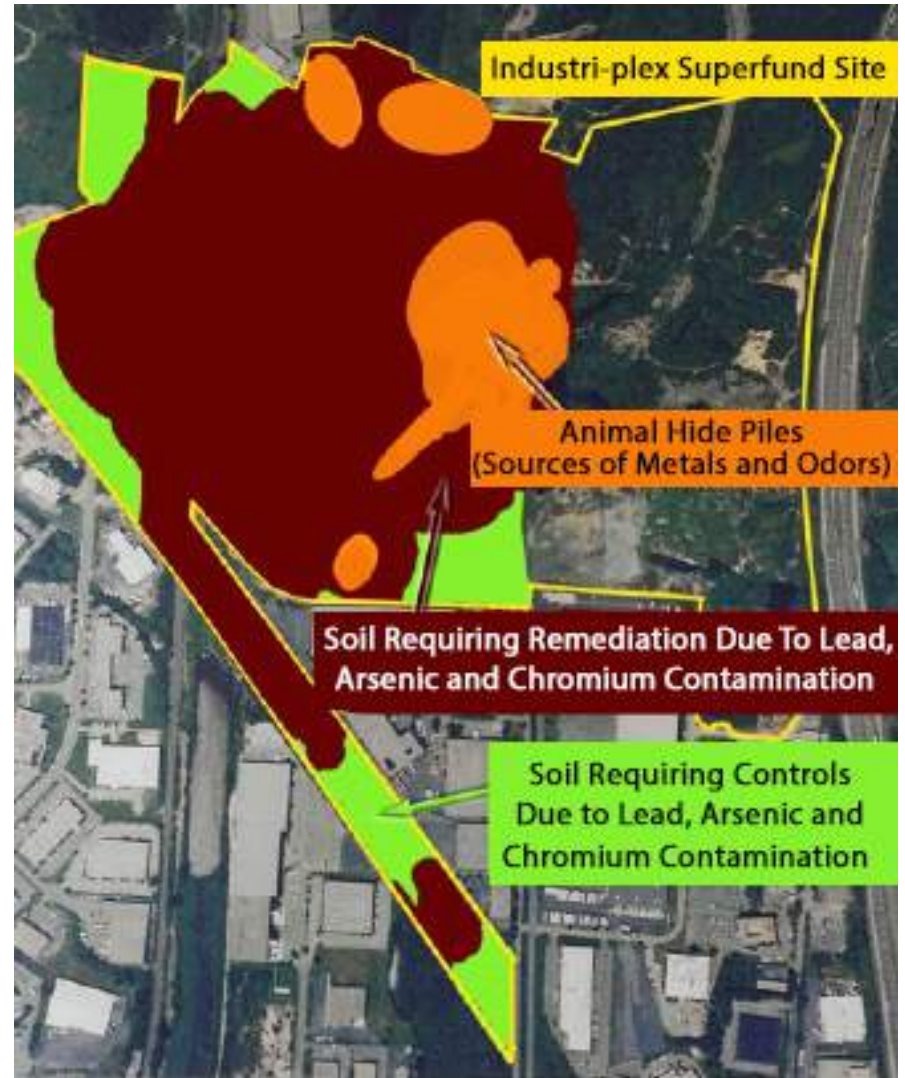
Greenfield Environmental Multistate Trust LLC
Trustee of the Multistate Environmental Response Trust

**Industri-plex and
Wells G&H
Superfund Sites**



I-93 - I-95 Highway Interchange

Industri-plex Site – Initial Site Conditions



Industri-plex Site - Community Partners

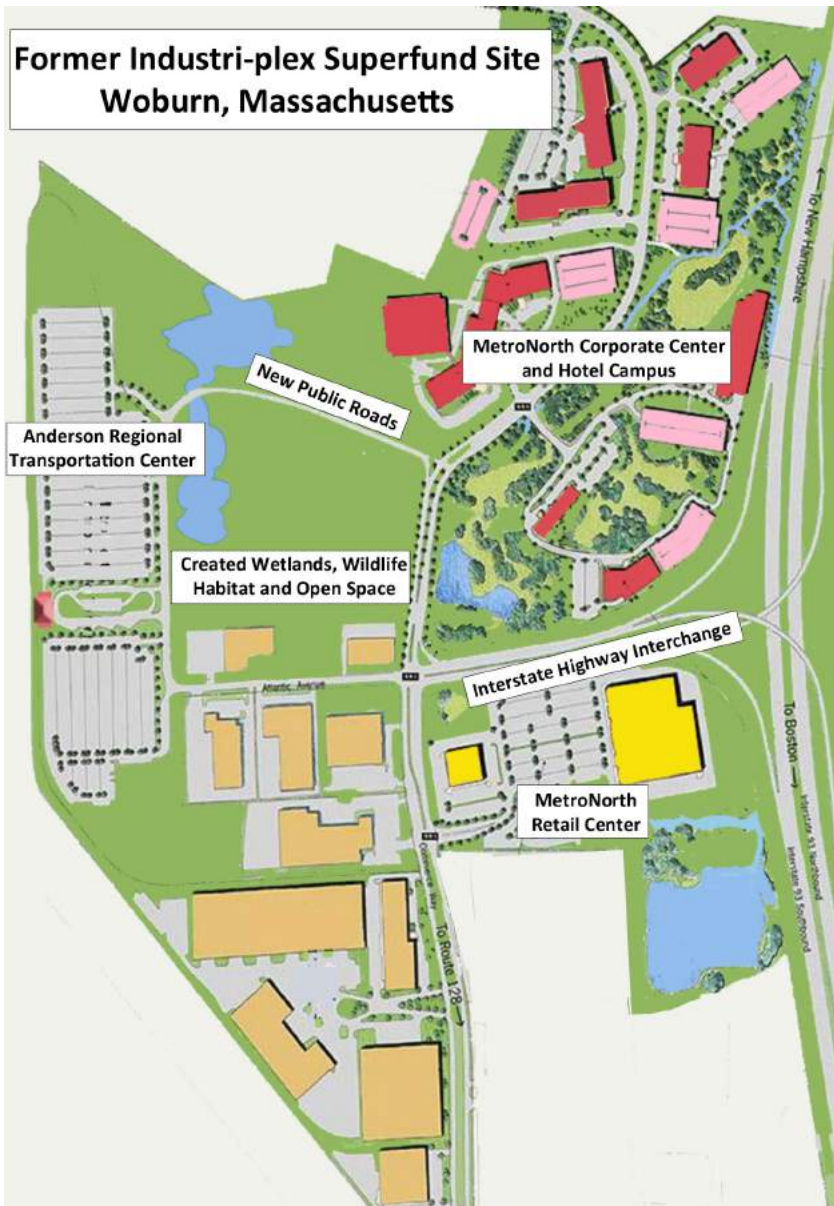
- ✓ **Partnered With Local Stakeholders**
 - City of Woburn (Mayor, City Council, Planning Board, and Conservation Commission)
 - Woburn Redevelopment Authority
 - Woburn Business Association
 - FACE – For A Cleaner Environment (non-profit community group)
 - Aberjona Study Coalition (Woburn-based non-profit community group)
 - Neighboring Landowners
 - Woburn Residents (local pastors, residents, and concerned stakeholders)

- ✓ **Partnered with State Agencies and Officials**
 - Massachusetts Bay Transportation Authority (MBTA)
 - Massachusetts Port Authority (MassPort)
 - Massachusetts Highway Department (MassHighway)
 - Governor's Office
 - State Legislature (Transportation Committee)

- ✓ **Partnered with Purchasers and Developers**

- ✓ **Partnered with Technical Experts** (Harvard School of Public Health and MIT)

Industri-plex Site – Outcome



- ✓ **Beneficial Results for the Region**
 - 1,000,000 SF Office Park and Hotel Campus
 - 250,000 SF Retail Center
 - 2,500-Car Intermodal Transportation Center (Rail-Bus-Van Pool)
 - Dedicated Open Space
- ✓ **Businesses**
 - Raytheon Corporation
 - Marriott Residence Inn
 - Target Stores
 - Boston Sports Club
 - PetSmart
 - Restaurants—Chipotle, Starbucks, Firehouse
 - Smaller Retailers—PetCo, Gamestop, Verizon Wireless, Bob’s Discount Furniture, Vitamin Shoppe, Sylvan, and Hair Cuttery
- ✓ **Jobs** – 1,250 new jobs
- ✓ **Annual Employment Income** – \$200+ million
- ✓ **Annual Property Tax Revenue** – \$3.7 million
- ✓ **Assessed Value of Property (2013)** – \$149 million

Industri-plex Superfund Site

Then



Now



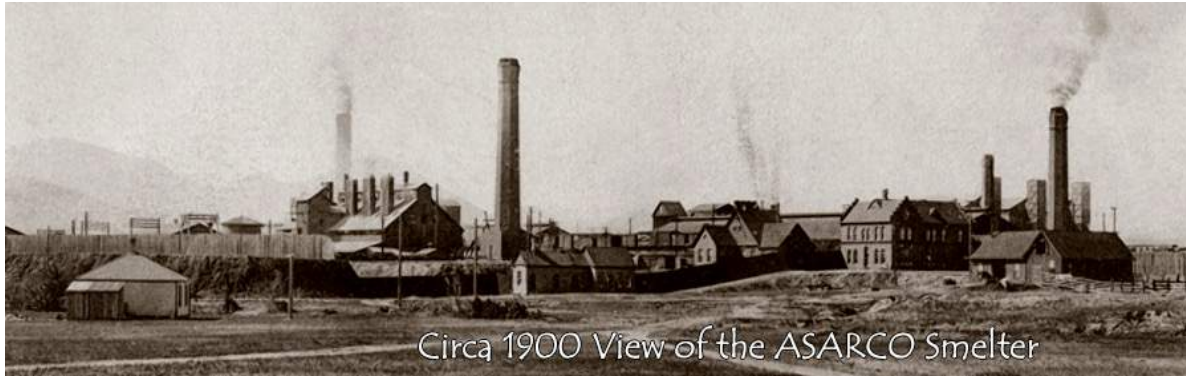
Redevelopment Planning Success Story

Former Asarco Smelter RCRA Corrective Action and Superfund Site East Helena, Montana



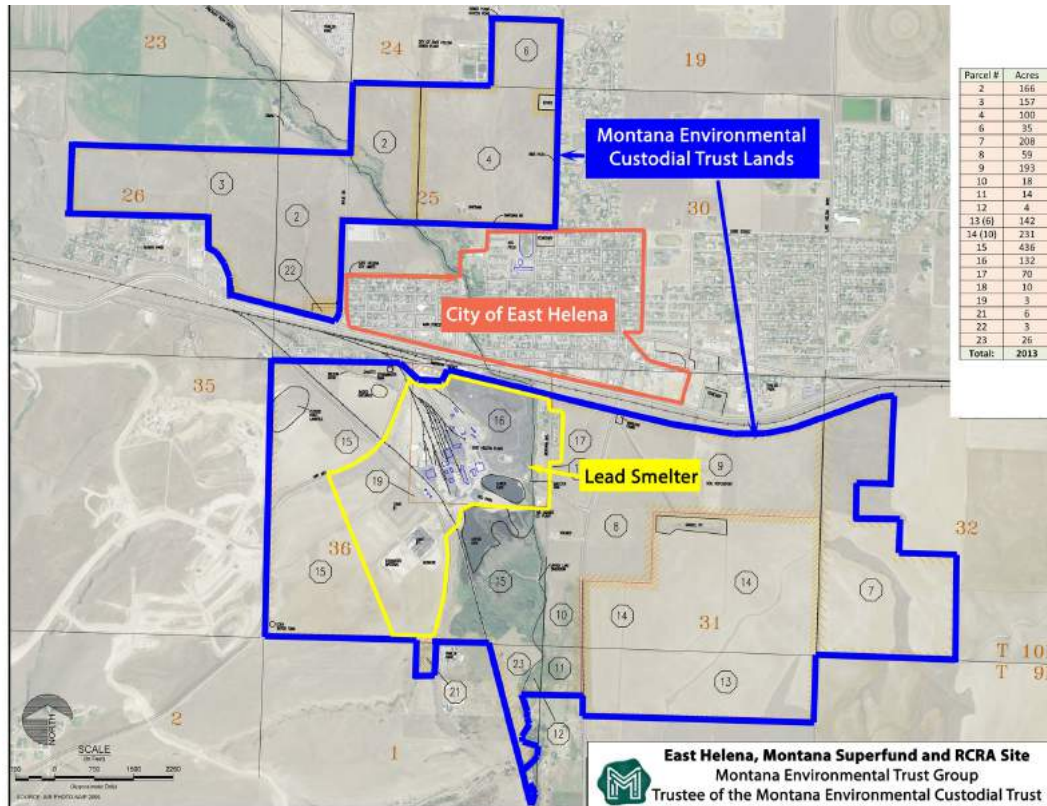
Greenfield Environmental Multistate Trust LLC
Trustee of the Multistate Environmental Response Trust

Former Asarco Smelter – East Helena, Montana



- ✓ Once world's largest producer of lead, the smelter employed 500 residents
- ✓ Smelter shutdown in 2000, negatively impacting local economy
- ✓ Lead and arsenic in soil on- and off-Site (5,000+ acres contaminated from stack emissions)
- ✓ Groundwater contaminated with arsenic and selenium
- ✓ 16-million ton slag pile

Former Asarco Smelter – East Helena, Montana



- ✓ In 2009, Custodial Trust took title to 2,000+ acres
- ✓ \$94 million in cleanup funds were available
- ✓ From 2010 to 2018, Custodial Trust completed majority of EPA RCRA corrective action
- ✓ No utilities/roads/infrastructure

Community Based Redevelopment Planning

- ✓ Convened 16+ stakeholder groups to define vision for future
- ✓ Identified redevelopment goals and priorities
- ✓ Recommended strategies/next steps



OVERVIEW
 On May 24, 2011, U.S. Environmental Protection Agency Region 8 hosted a community planning charrette and open house to develop a vision for future redevelopment in East Helena, Montana. The charrette, a day-long planning workshop, provided a venue for community representatives and other key stakeholders to develop a preliminary vision, goals and priorities

Future Land Use Concepts

Focus Areas
 Specific priorities are listed below for each focus area. More detailed strategies for each focus area are outlined in the following pages.

Land Use & Development Priorities
 East Fields - Establish an industrial park as a catalyst for economic development.
 Recreation & Heritage Corridor - Support recreation and heritage-based commerce at the Plant Manager's property and Prickly Pear Creek corridor.
 Lamping Fields - Develop commercial retail and office or professional uses.
 Dartman Parcel- Expand public, institutional and residential uses.

Cultural Heritage Priorities
 Plant Manager's property - Preserve and restore the Plant Manager's property as a heritage museum and catalyst for community revitalization.
 Heritage & Recreation - Extend heritage and recreational uses into surrounding area to support the reuse of the Plant Manager's property.

Habitat & Recreation Priorities
 Regional Trail Network - Establish a regional trail network connecting East Helena to Helena, Lake Helena and Montana City.
 Heritage & Recreation - Restore the Prickly Pear Creek riparian corridor through East Helena.

HABITAT & RECREATION

Opportunities & Principles

- Increase multi-purpose trails to connect communities.
- Connect schools to outdoor learning opportunities.
- Promote healthy lifestyles including walking and biking.
- Promote outdoor recreational tourism and retail.
- Increase fish passage and habitat.
- Increase nature trails and access to the creek.



VISION FOR THE FUTURE

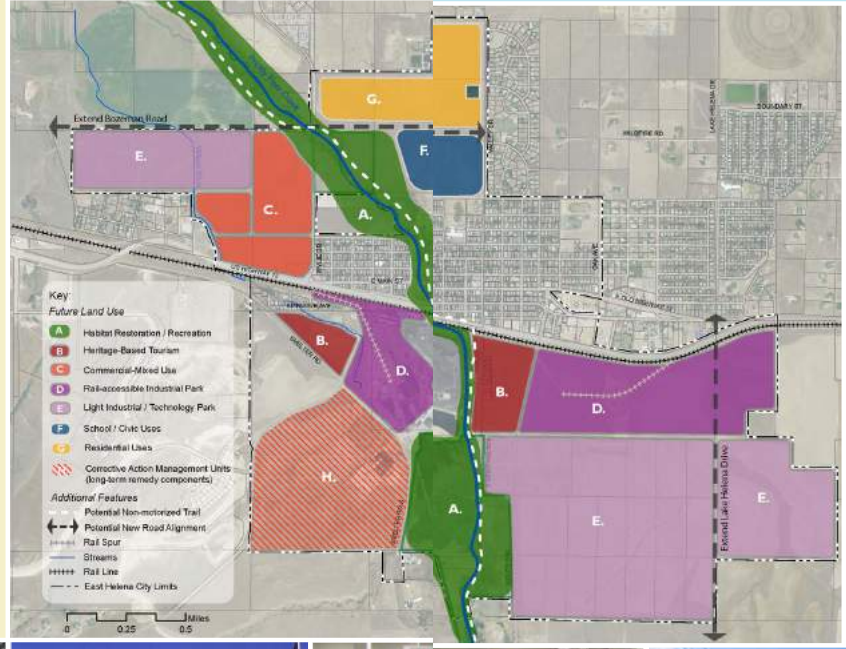
Guiding Principles

Pric Res
 This concept plan integrates the key strategies developed during the community planning charrette. Sections on the following pages provide more detailed strategies and recommendations for each of the three focus areas: land use and development, cultural heritage, habitat and recreation.

Participants highlighted the following common themes and principles to guide a vision for the future:

- Jobs
- Livability
- Transportation
- Trails
- Creeks
- Connectivity
- Heritage

In addition, participants emphasized the need to facilitate redevelopment at key catalyst sites such as the Plant Manager's house, Lamping Fields, and parts of the East Fields and the desire to increase certainty in the development process.

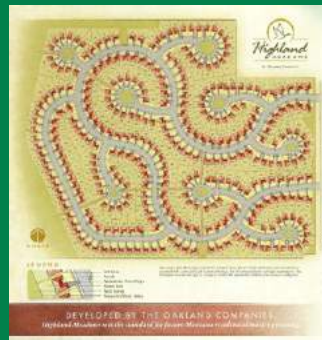
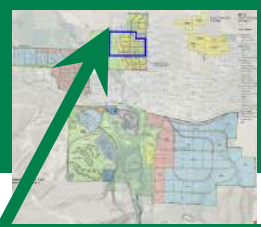


50 Acres for Elementary School and Community Health Center



- ✓ 2014: Custodial Trust and School District initial discussions about donation of land for elementary school
- ✓ 2015: Grants and Transfer Agreement
- ✓ 2016: Property re-zoned, School District secured grants and Custodial Trust donated 50 acres to School District
- ✓ 2017: Soils remediated to residential standard and school construction commenced
- ✓ 2018: East Helena Prickly Pear Elementary School opened to 250 students

100 Acres for Residential Subdivision



- ✓ 2017: Initial discussions between Custodial Trust and developer
- ✓ 2018: Negotiated contract with developer, engaged City, School District and residents about development plans and transferred property
- ✓ 2019: Property remediated to residential standard, developer secured City approvals and coordinated development plans with School District
- ✓ 2020: Commenced construction of residential subdivision
- ✓ 2021: Completed and sold out first 2 phases of 7-phase development (52 new homes)
- ✓ 2022: Began construction of third phase of development

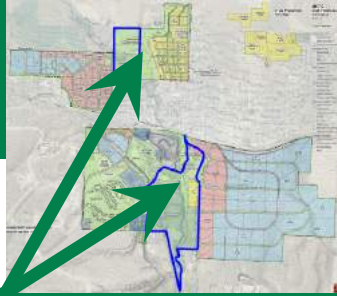


35 Acres for New East Helena High School



- ✓ 2017: State Legislature approved bill allowing vote to build new high school (after failing to pass in 2013 and 2015)
- ✓ 2018: Electors approved new high school and \$29.5 million bond, City approved subdivision and Custodial Trust sold property to School District
- ✓ 2019: Soils remediated to residential standard and construction of high school commenced

322 Acres for Greenway Trail



- ✓ 2011: Greenway first envisioned by community (charrette and redevelopment plans)
- ✓ 2014 to 2017: Custodial Trust and non-profit Prickly Pear Land Trust (PPLT) met with stakeholders about trail
- ✓ 2017: PPLT received feasibility study grant for Greenway Trail
- ✓ 2019: MT Natural Resource Damage Program awarded PPLT \$3.2 million to design, build, and maintain trail
- ✓ 2020: Custodial Trust donated 322 acres and \$1.2 million to PPLT for 8-mile trail along revitalized creek
- ✓ 2021: Custodial Trust completed remediation and revitalization of 80-acre parcel
- ✓ 2022: First segment of Greenway Trail constructed and open to public, and Custodial Trust initiated remediation of larger parcel
- ✓ 2023: Expect final segment of Greenway Trail to be built and open to public

East Helena Superfund/RCRA Site

Then



Now



Greenfield Environmental Multistate Trust LLC
Trustee of the Multistate Environmental Response Trust

Redevelopment Planning Success Story

Owned Service Stations



Greenfield Environmental Multistate Trust LLC
Trustee of the Multistate Environmental Response Trust

Owned Service Station – Houston, Texas



Before



After

4,995 Sq Ft Retail Center

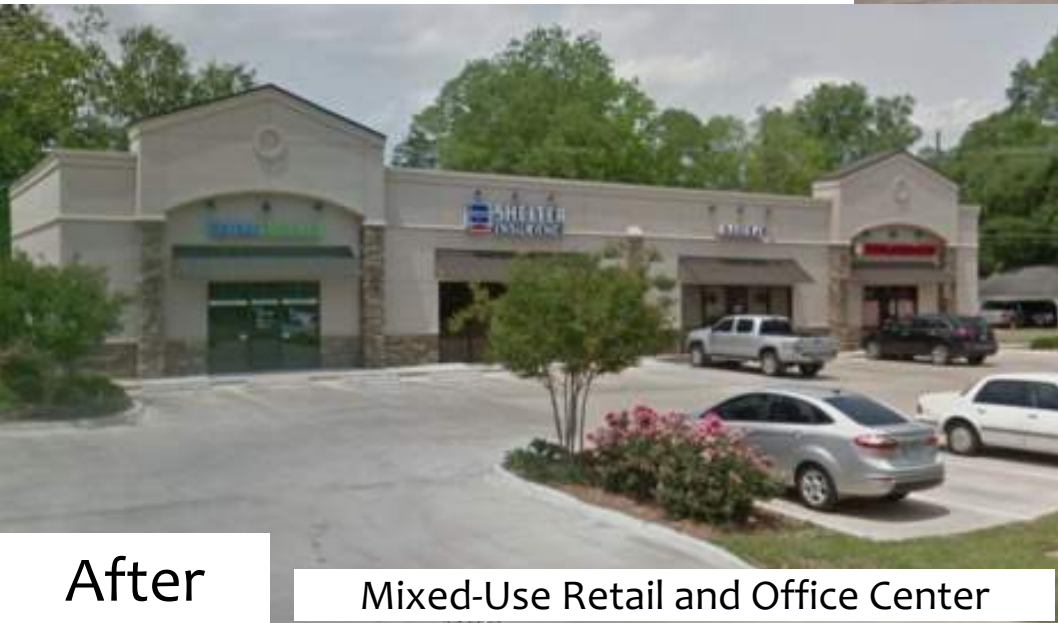


Greenfield Environmental Multistate Trust LLC
Trustee of the Multistate Environmental Response Trust

Owned Service Station – Rayville, Louisiana



Before



After

Mixed-Use Retail and Office Center



Greenfield Environmental Multistate Trust LLC
Trustee of the Multistate Environmental Response Trust

Owned Service Station – Hot Springs, Arkansas



Before

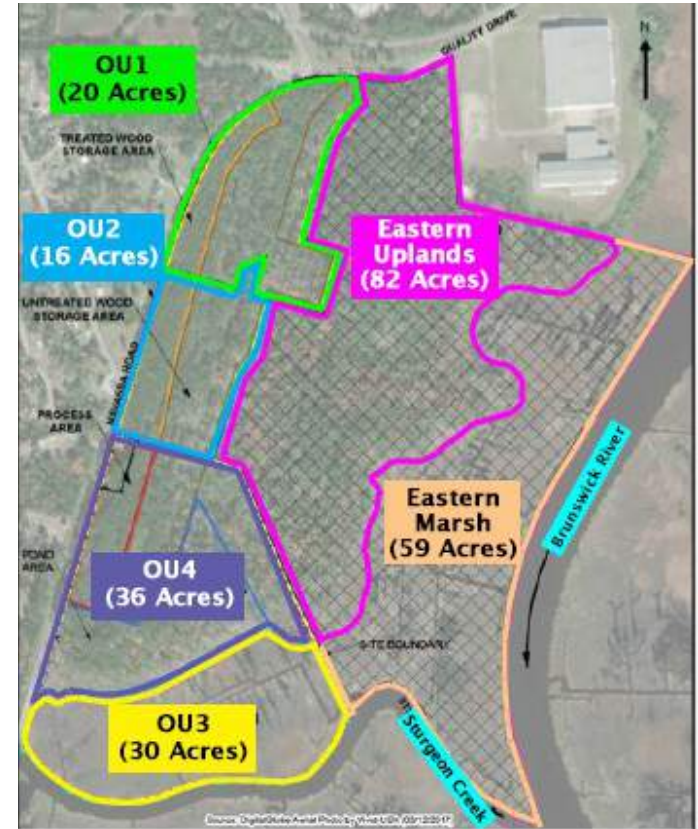


After

Franchise Restaurant



Kerr-McGee Chemical Corp. Superfund Site Navassa, North Carolina



Goal is to return acreage to productive use and enable redevelopment, consistent with community-supported reuses



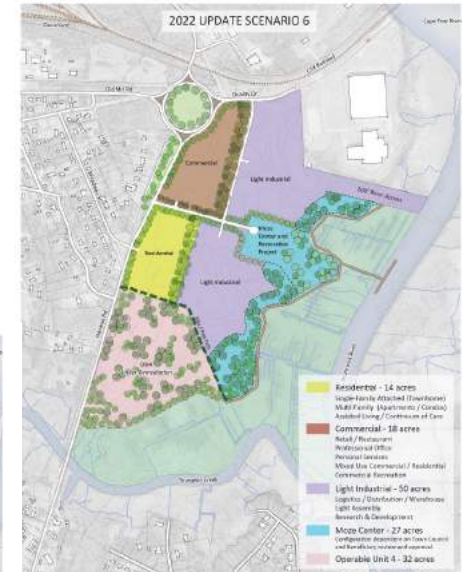
Redevelopment Planning in Navassa

- ✓ Redevelopment Planning Initiative created in 2017-2018 to understand the Town and community's vision for future uses. Included the following elements:
 - A **Redevelopment Working Group** included residents, elected officials, and community leaders.
 - A **Community Survey** sought ideas for the future uses
 - 2 **Community Visioning Workshops** produced 15 reuse scenarios. Scenarios were consolidated into 4 redevelopment concepts
 - **Redevelopment Concepts Open House** highlighted Redevelopment Concepts, incorporating reuse goals (jobs, taxes, cultural heritage, recreation space, commercial/light industrial)



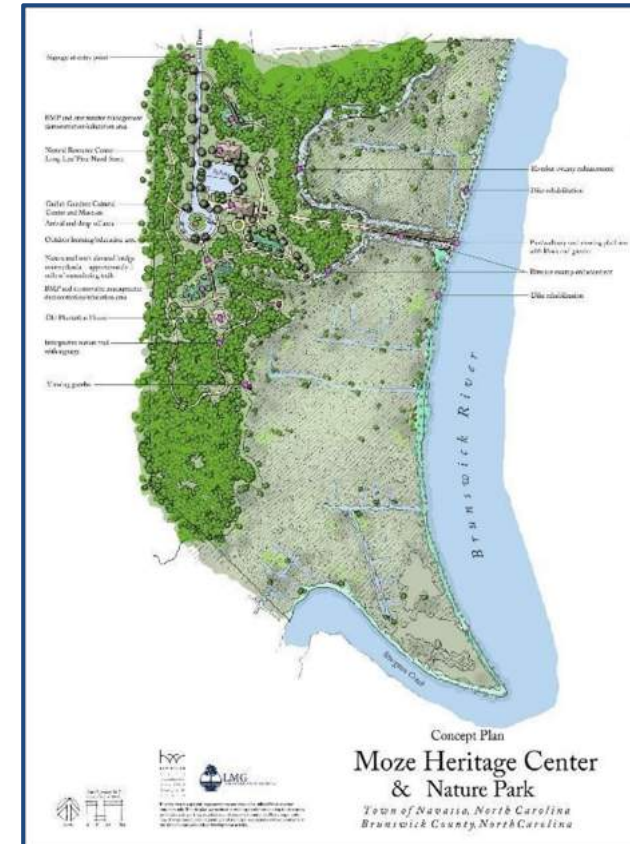
Reuse Advisory Council

- ✓ Reuse Advisory Council (RAC) convened in 2022 to:
 - Discuss updates to RPI redevelopment concepts and recommend ways to incorporate residential uses
 - Provide input on development plans received from potential purchasers
- ✓ RAC made up of Navassa residents, stakeholders, and local government representatives
- ✓ Three scenarios finalized by RAC in 2022, after receiving community input
- ✓ RAC scenarios will be attached to Notice of Invitation to Bid, as examples of development plans that would be consistent with community's goals (one of the bid evaluation factors to be considered as part of the property's sale)

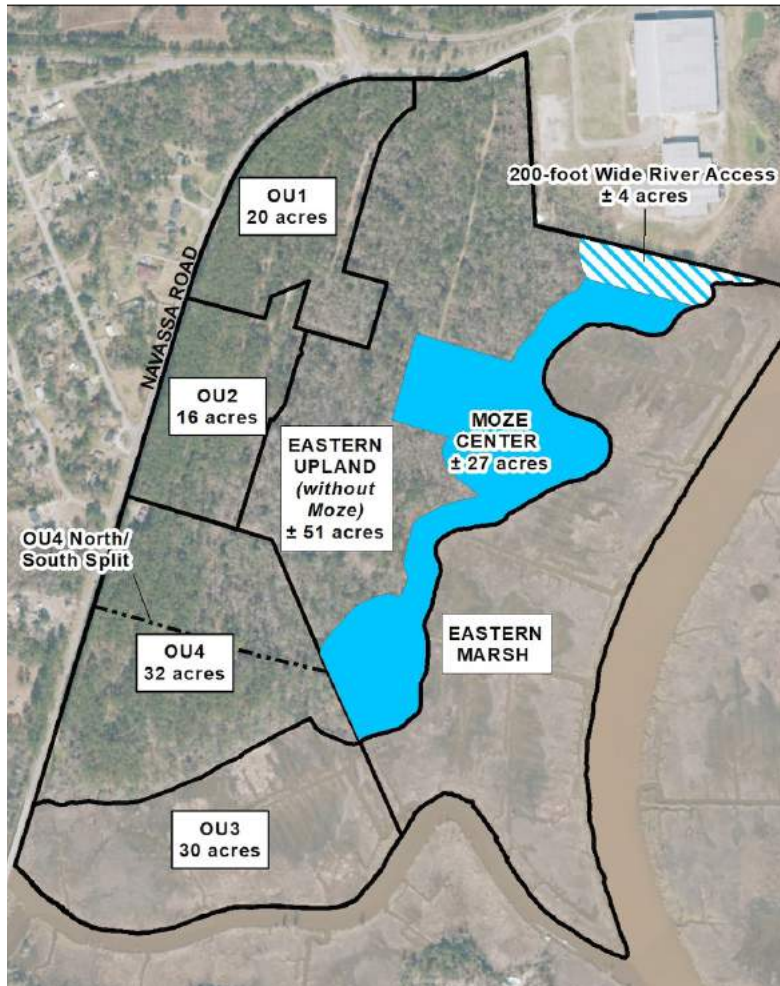


Moze Heritage Site Tidal Restoration Project

- ✓ Moze Heritage Center and Nature Park proposed by Town of Navassa
- ✓ Proposal includes rice field dike rehabilitation demonstration project, walking trail, pier with viewing platform, wetlands conservation
- ✓ Proposal included budget for engineering, design, permitting, and construction of restoration project, totaling \$241,500
- ✓ Proposal assumed land is donated to the Town
 - Multistate Trust to donate ±30 acres to the Town, subject to Beneficiary approval
 - Town needs an estimated **\$2.5 million** in funding for the design and construction of the Gullah Geechee cultural center



Proposed Property Sale



Exact location of property to be donated for Moze Center not yet determined

- ✓ Phased sale approach to expedite redevelopment
- ✓ Propose to initially sell ±87 acres undeveloped land:
 - ±51 acres of Eastern Upland Area
 - ±20 acres Operable Unit 1 area
 - ±16 acres Operable Unit 2 area
- ✓ Property is or will be available for unrestricted use
- ✓ Multistate Trust will ensure property is rezoned prior to closing to ensure use consistent with community reuse goals
- ✓ Multistate Trust to retain ownership of Operable Unit 4 while remediation is ongoing



Proposed Sale Process

- ✓ Engage RAC and solicit community input
- ✓ Proactive marketing, including site tours
- ✓ Issue notice of invitation to bid and receive bid submittals, including submission of prospective buyer's development plans
- ✓ Evaluate bids based on transparent bid evaluation criteria
- ✓ RAC and community engagement on proposed uses and bidders' development plans prior to bid selection
- ✓ Multistate Trust to select preferred purchaser and consult with Beneficiaries
- ✓ Enter into a purchase and sale agreement and secure preliminary Beneficiary approval of agreement
- ✓ Multistate Trust and purchaser secure Town approval to rezone property consistent with purchaser's development plan (Town to retain complete control over zoning decisions)
- ✓ Closing and property transfer to purchaser



Kerr-McGee Chemical Corporation Superfund Site Columbus, Mississippi



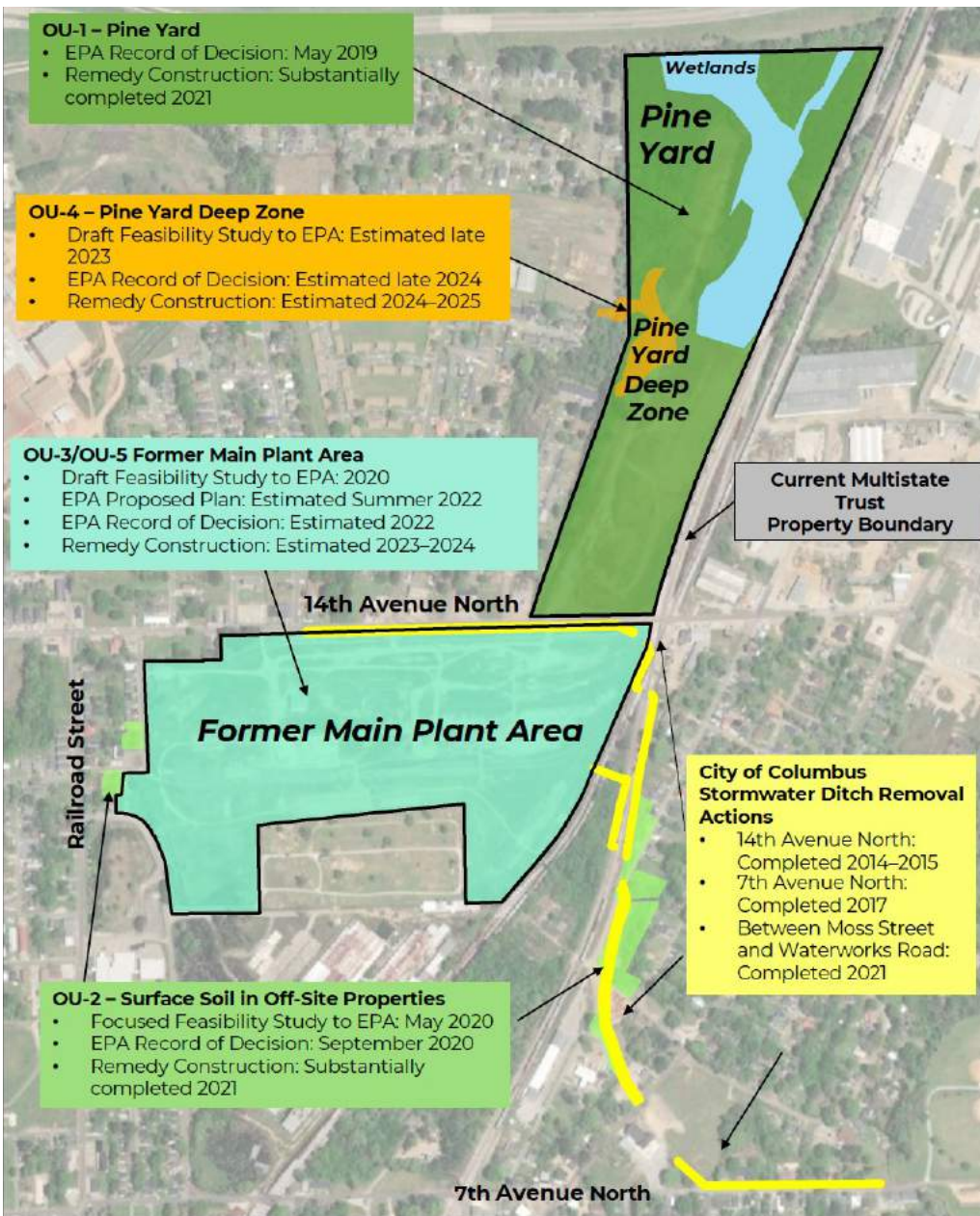
Former Main Plant Area



Pine Yard



Site Background and Progress



- ✓ Pine Yard
 - Excavated Area (OU1) ~ 16 acres
 - Deep Zone (OU4) ~2 acres
 - Wetlands (anticipated OU7) ~9 acres
 - Cleanup Not Required ~ 15 acres
- ✓ Off-Site Properties Surface Soil (OU2) – 292 properties
- ✓ Former Main Plant Area (OU3/OU5)
 - OU3 ~ 32 acres
 - OU5 ~ 18 acres

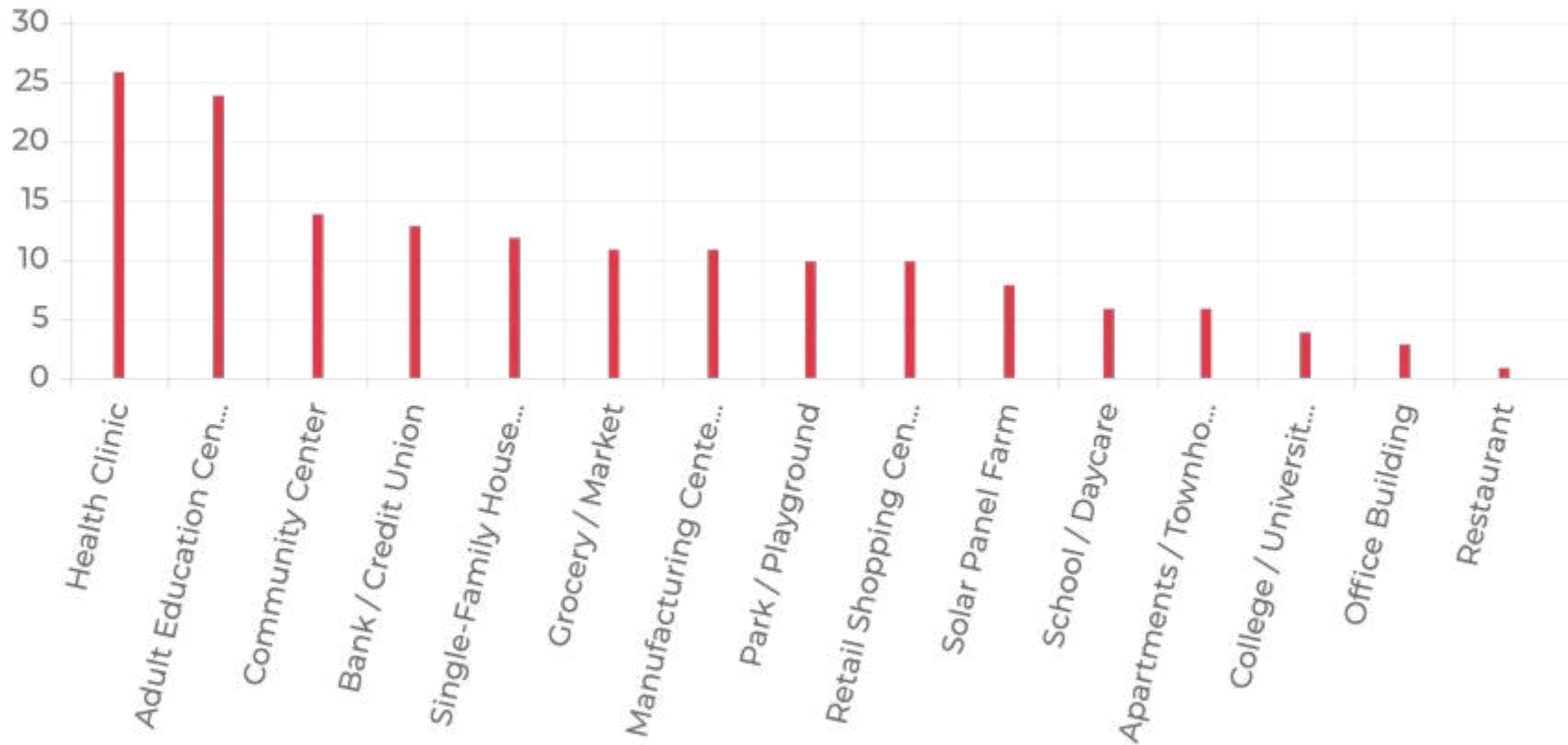
Redevelopment Planning Initiative

- ✓ From 2016–2019, Multistate Trust engaged community members in Redevelopment Planning Initiative (RPI)
- ✓ Goal of RPI: define future land use options that are community-supported, safe, beneficial and economically sustainable
- ✓ In 2016, MSU prepared drawings to illustrate a range of potential future use concepts and we requested community input
- ✓ Multistate Trust hosted a series of meetings to discuss community's goals for redevelopment
 - **April 2018 Neighborhood Meeting** – Community members shared redevelopment preferences
 - **April 2019 Listening Sessions** – Residents met one-on-one with redevelopment planners
 - **July 2019 Focus Groups** – Attendees discussed their visions for ideal future use
 - **November 2019 Availability Sessions** – Residents discussed potential development scenarios, compiled based on previous input



Redevelopment Planning Initiative

*Community Redevelopment Survey
What uses do you most want included in the Kerr-McGee
redevelopment plan?*



Pine Yard – Next Steps

- ✓ A portion of Pine Yard is now ready for reuse
- ✓ Market conditions, concerns about public safety, lack of infrastructure, ongoing Site remediation, and stigma pose challenges to identifying beneficial reuse of the Pine Yard
- ✓ We are working to pursue redevelopment through a transparent property transfer process
- ✓ We plan to evaluate interest based on the following factors:
 - Alignment with uses preferred by community and community goals (based on feedback received through RPI)
 - Meets legal requirements under CERCLA, Settlement and Trust Agreements, etc.
 - Potential purchaser's economic viability and track record with similar development projects
 - Purchase price (sale proceeds will help pay for cleanup)
 - Other criteria of importance to the Memphis Town community
- ✓ We welcome input on future use, proposed sale process, and factors for evaluating offers

Redevelopment Planning Challenges

- ✓ Identifying opportunities for economic growth while facing stagnant market conditions and/or stigma
- ✓ Managing residents' expectations for replacing lost local jobs
- ✓ Working with residents to develop realistic goals for future reuse, given feasible and achievable cleanup levels
- ✓ Balancing perspectives on gentrification and potential community change
- ✓ Supporting under-resourced local government and community groups navigating grant programs and other funding resources
- ✓ Working with stakeholder groups with divergent interests and views about what community should look like in the future
- ✓ Maintaining engagement over the course of years until the remediation process is complete and a site is ready for reuse



Redevelopment Planning Lessons Learned

- ✓ Partner with communities and residents to build redevelopment support through early engagement and planning
- ✓ Public capital often needed to finance contaminated property redevelopment
- ✓ Land donations can foster community-based relationships and kickstart redevelopment opportunities
- ✓ Risk-averse private sector typically last to table
- ✓ Redevelopment planning takes time and commitment
- ✓ Final redevelopment takes years
- ✓ Engaged communities (that invest in redevelopment planning and vision) can separate from contaminated sites (that defined their past and encumber their present) and re-define the future



Questions and Discussion

