



Its “WE” not “US versus THEM”

(Communication, Cooperation and Collaboration not Combat)

RACER Trust Brownfield Model

Great Lakes Environmental Remediation &
Redevelopment Conference

Lansing Center, Lansing, Michigan

Wednesday October 16, 2019



Introduction

- **Why discuss Environmental Remediation AND Redevelopment together?**
 - **ERD became RRD on September 15, 2002**
 - **Recognizing we could do both better together**
- **FOCUS - Can redevelopment help remediation?**
- **Is “WE” better**



Introduction

- **What about PFAS – is there anything it does not impact?**
 - **Drinking water**
 - **Groundwater**
 - **Biosolids**
 - **Soils management**
 - **Construction projects**
 - **Land sales**
 - **Landfill disposal options**
 - **Municipal Budgets**
 - **Military and public safety facilities**



What do I mean “WE”

- If everyone has the *same objective*, it becomes WE
- The RACER Model takes this to the next level – as a collaboration with EPA, 14 States and the Saint Regis Mohawk Tribe in New York – *with promise that our buyers get liability relief if they ask*
- *But no party relinquished its responsibilities – but is “TRUST” a factor?*
- A model that can be replicated



■ RACER Background

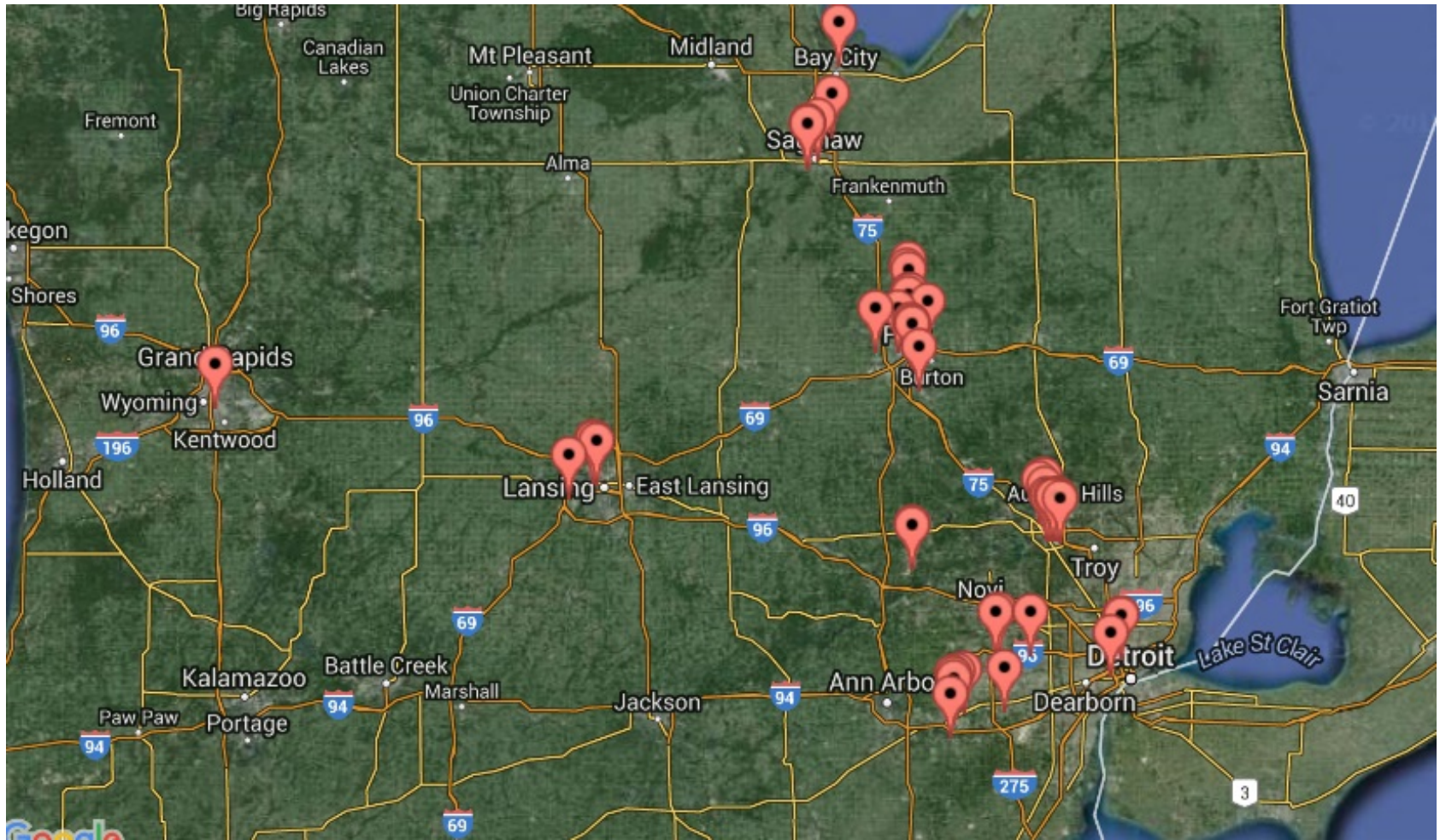
- RACER owns former General Motors Corp. (GM) properties – result of bankruptcy (June 2009)
- RACER was established by U.S. Bankruptcy Court in New York March 2011
- In Michigan RACER has 36 sites with funded cleanup budgets totaling over \$155 M
- 52 properties total in 20 communities – 16 in Pontiac, 5 in Flint, 4 in Saginaw, 3 in Ypsilanti Township



RACER Trust's Mission

- **PREVENT NEW BROWNFIELD SITES**
- **Dual Mission**
 - **Conduct safe, effective, efficient environmental cleanups**
 - **Position sites for reuse and find capable qualified new users – that meet 6 criteria**
- **Success this far**
 - **Almost 3900 acres sold**
 - **Over \$1.7 B investment pledged (almost \$1 B thus far)**
 - **Over 13,000 jobs pledged (over 5,200 thus far)**







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Agency Support for Redevelopment

- **Federal govt (US EPA, US DOJ, US DOT)**
- **14 States**
- **Saint Regis Mohawk Tribe**



Willow Run 2010



Willow Run 1941



ER - HEATING TUNNEL #1 LOOKING NORTH FALL 1941



HEATING TUNNEL - LOOKING S.W.





Willow Run - American Center for Mobility

Center of the “Arsenal of Democracy” – plant built 8,685 B-24 bombers and was the genesis of “Rosie the Riveter”

- **March 28, 1941 - land clearing begins on 5 square miles**
- **December 7, 1941 – Japan bombs Pearl Harbor**
- **December 8, 1941 – first part is manufactured**
- **April 16, 1942 – first center wing completed**
- **September 10, 1942 – first Ford made B-24 completed**

17.5 MONTHS FROM BEGINNING OF LAND CLEARING – INCLUDING AIRPORT!

In 2013 - 2015 almost 18 months to demolish - NOT including airport



Willow Run – 2019

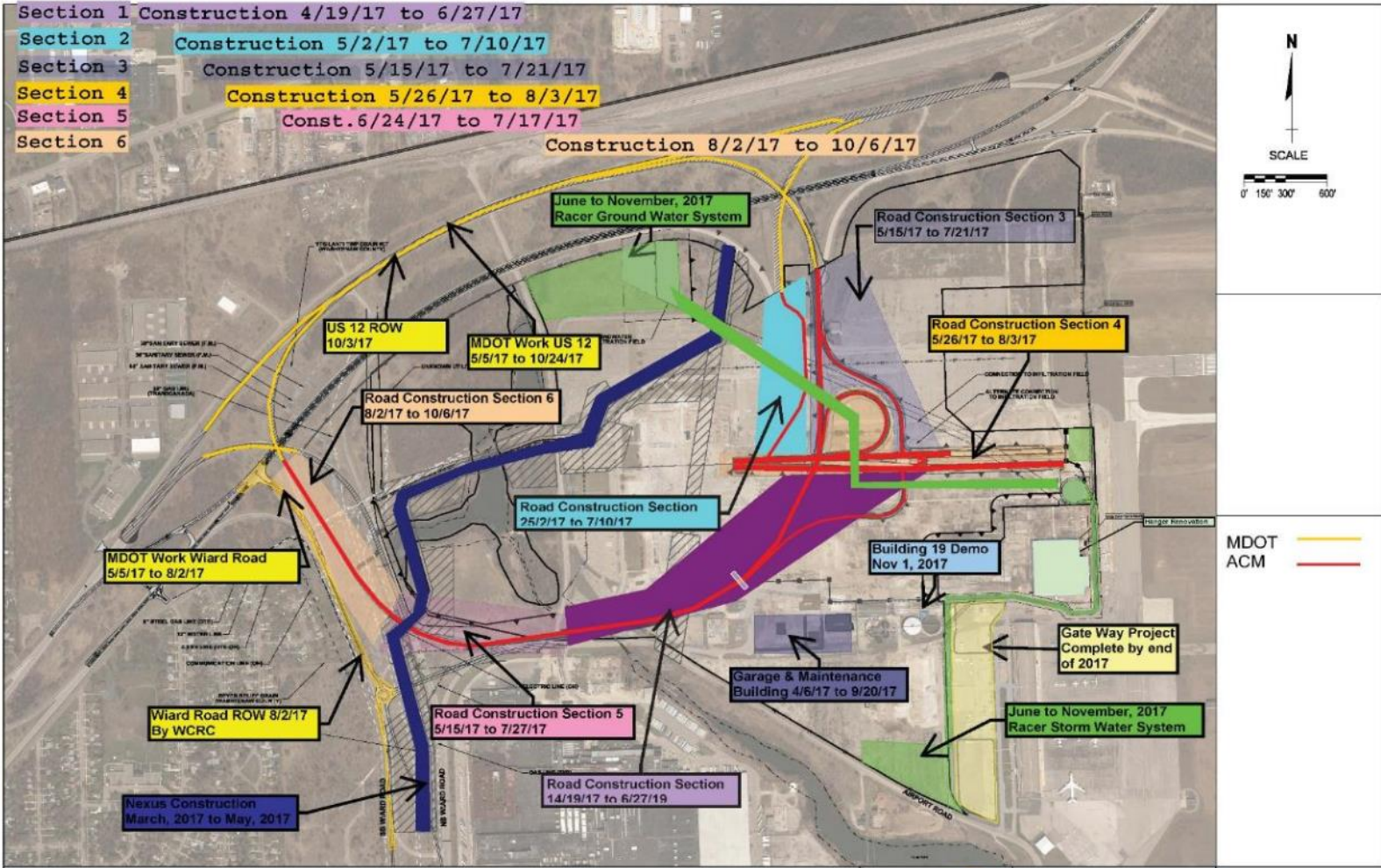




American Center for Mobility

- **The ACM Willow Run site offers 4 season test environment and by integrating with the adjacent roadways offers a safe high speed repeatable “learning and testing” environment.**
- **The future of the State’s continued leadership in the rapidly evolving mobility industry is dependent on the success of this effort.**

ACM Concept Plan



CONFIDENTIAL BUSINESS INFORMATION

ACM PHASE 1A FACILITIES FULL SITE
 AMERICAN CENTER FOR MOBILITY
 YPSILANTI TWP., MICHIGAN







NEXUS high pressure gas pipeline



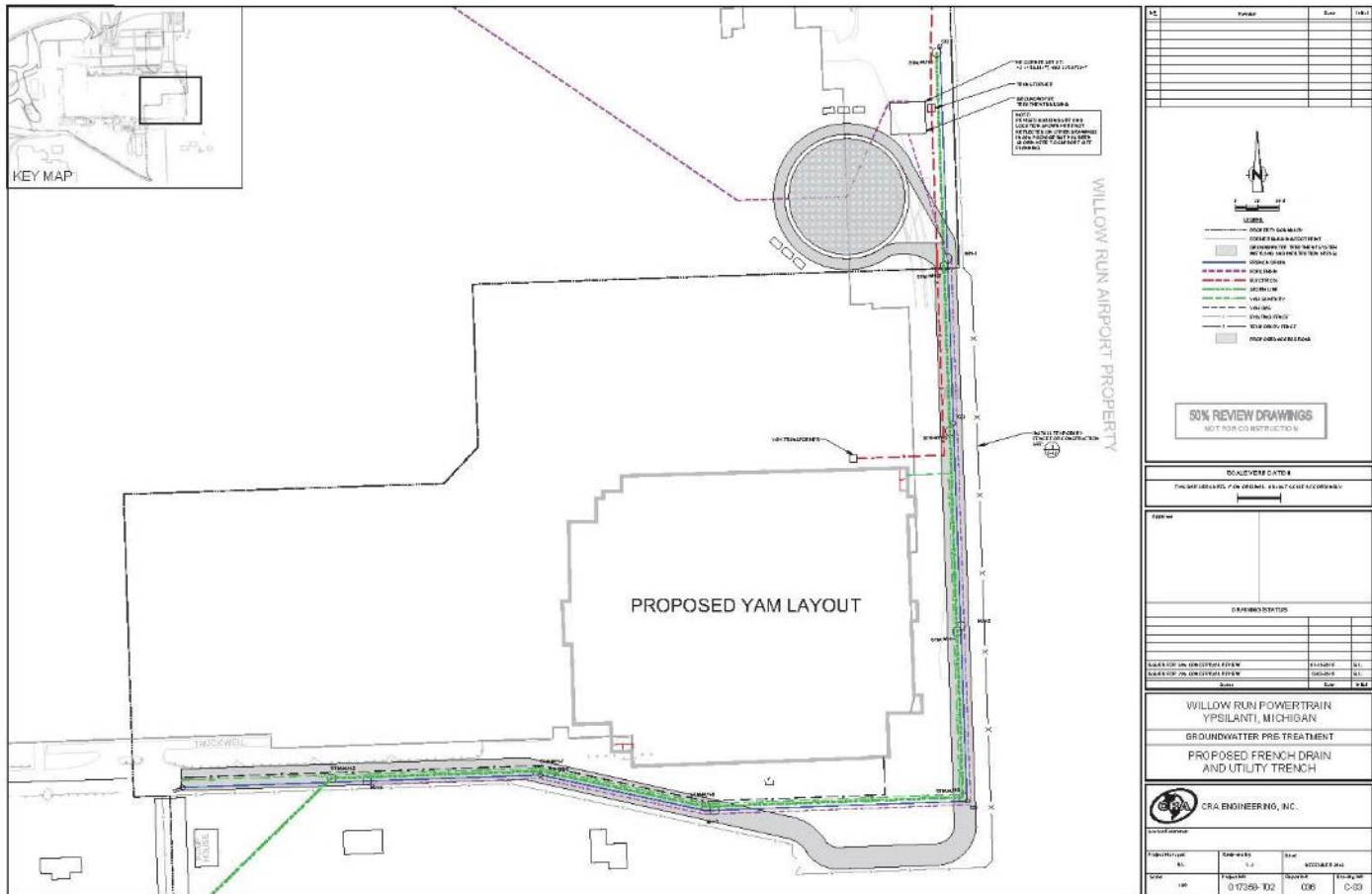


ACM – Coordination and Timeline

- **Governor announced program in State of the State January 2016.**
- **RACER/STATE closed on sale on November 4, 2016.**
- **RACER committed to completing a required storm water separation by 11-1-17 to support ACM schedule – work was completed at 4 pm on 11-1-17.**
- **YAM, ACM and RACER collaborated on a new storm water system that serves both ACM and YAM.**
- **RACER restructured remediation strategy to facilitate redevelopment**
- **RACER and EGLE cooperation to ensure remedial issues stay on schedule to meet EPA 2020 goals AND keep ACM development schedule.**
- **ACM needed test facility open by December 2018 – ACM made schedule**



RACER/EGLE Collaboration – remediation sequence









“WE” Made it Happen

- **WE – RACER adjusted remedial work, installed new SW system (funded by ACM/YAM) completed demo (shared funding) and prepared specs to integrate ACM work with remediation activity**
- **WE – EGLE supported/collaborated on development of specs for penetrating slab and implementation of a Materials Management Plan that allowed all dirt excavated to be reused on site. (With minor exceptions)**
- **WE – Ypsilanti Township and Washtenaw County cooperated/expedited approvals**
- **WE – EGLE and MDOT participated in community outreach programs with ACM and RACER to communicate the overall plan and answer questions**
- **WE – USEPA collaborated with EGLE/RACER to define TSCA deed restrictions and how to integrate site development with those restrictions and issued PPA for ACM.**
- **WE – MDOT modified M12 to integrate existing roadways into test facility**
- **WE – ACM built phase 1 of new world class autonomous vehicle test facility (12/18)**
- **WE – share in the success**



- **Region V USEPA under Regional Administrator Cathy Stepp had the following video prepared to highlight successful brownfield redevelopment under the RCRA program - which has struggled in the past to get closures done and sites reused. This is a WE success for ACM, USEPA, EGLE, RACER, Ypsilanti Township, Washtenaw County and the State of Michigan based on collaboration and cooperation with a common goal.**

<https://www.youtube.com/watch?v=SUVG1gYq1Uk&feature=share>



How to Build “WE”

- **First – transparency about site conditions and development needs**
- **Second – owners/developers cooperate/collaborate with agencies**
- **Third – agencies cooperate/collaborate with owners/developers**
- **Fourth – build dialogue with local community**



Secret Sauce of Collaboration Success

- **First – Identify a common goal that everyone embraces**
- **Second – Share in the success**



How does RACER Model Translate to others?

- **Any Owner can (if willing)**
 - **Be Transparent**
 - **Invest in building thorough and competent conceptual site models**
 - **Select and implement remedial actions that meet agency requirements with confidence the remedy will work reliably**
 - **Seek and secure qualified buyers/developers who are capable of completing a new redevelopment that meets local requirements**
 - **Engage with the local community and explain what is being done, why and under what schedule**
 - **Seek buyer liability relief from appropriate agencies**
 - **Learn/understand what a buyer/developer needs to pursue development and deliver the right/needed answers to that buyer/developer**



How does RACER Model Translate to others?

- **Any Agency can (if willing)**
 - **Be Transparent**
 - **Assist/guide the owner in building thorough and competent conceptual site models**
 - **Help define remedial actions that are cost effective and position the site for reuse with confidence the remedy will work reliably**
 - **Engage with the local community and explain what is being done, why and under what schedule**
 - **Support means of providing the buyer liability relief**
 - **Learn/understand what a buyer/developer needs to pursue development and deliver the right/needed answers to that buyer/developer**



How does RACER Model Translate to others?

- **Is it that easy?**
 - **It should or could be**
 - **But one of the core advantages RACER has - funds are in the bank for each site (59 in all)**
 - **Signatories committed to provide liability relief to RACER buyers**
 - **Annual budget review process with lead agencies vests appreciation by the agency that cost effective solutions are in their best interest**
 - **RACER and the lead agencies are in it together – sharing work and success**
 - **Can this truly be replicated?**



How does RACER Model Translate to others?

- **Prospects for improved Brownfield collaboration and success**
 - **In some states with the right owners and agency this can be replicated if enough trust already exists among the players**
 - **Owner and agency agree on budget**
 - **Schedules are set and working sessions build plan and implementation schedule**
 - **New owner's/buyer's needs defined and addressed**
 - **Sale with liability relief, cleanup done and new investment in place**
 - **In other states if the trust can be built thru pilot programs – it is possible**
 - **If shared goals are present – collaboration for success is possible**



Will PFAS Impact Brownfield Progress?

- Simple answer is yes – it already has
- Great uncertainty permeates the technical understanding of PFAS
 - ITRC draft guidance – early 2020
 - Every section incorporates simple message (more work is needed)
 - Fate and transport, remedial technologies, risk assessment, regulatory standards, sampling and analytical methods, kinetics and mechanisms of PFAS chemistry (key to solving PFAS remedial issues)
 - Science has not caught up with the public concern – can we ignore PFAS politics?
 - Years from now we will likely look back and conclude we did things today without adequately understanding PFAS
- PFAS may be the ultimate challenge to the Brownfield Paradigm
- BUT – CAN BROWNFIELD PROGRAMS OFFER A PATH TO BETTER DECISIONS REGARDING PFAS?



How does RACER Model Translate to others?

IF YOU CAN GET TO

“WE”

Communication, Cooperation and Collaboration

Remember.....



Brownfield work is truly non-partisan