

Critical Success Factors at Brownfield Sites

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Topics for Discussion

Review of Brownfields

- State of the Union
- Land revitalization process

Project examples highlighting:

- Critical success factors

Concluding remarks



State of the Union

- Benefits of Brownfields continue:
 - Revitalization of urban areas
 - Measurable social, economic, and environmental improvements
 - Sustainable development
- Previously there have been barriers:
 - Perception of risk
 - Cost prohibitive cleanup to generic standards
 - Time to get regulatory endorsement was extensive

State of the Union (continued)

More recent situations suggest improvements

Hamilton Health Sciences



- More efficiencies – remediation with redevelopment in mind
- Site specific risk based remediation getting regulatory approval
- Incentive programs for Brownfields

Land Revitalization Process

Owner/Developer Considerations:

Can I turn this liability into an asset?
Funding available?

Market demand?
Future land use?
Contamination understood?

Remedial solutions?
Redevelopment plans?
Funding to continue?
Community support?

Cost and schedule management?
Performance against sustainability goals?

Purchaser/tenant?
Long-term liability management?

Brownfield Property

Conceptual Plan

Site-Specific Plan

Implementation
Remediation &
Redevelopment

Valuable Property

Community Considerations:

Does the property have a negative impact on the community?
Is the land in an area targeted for revitalization?

What does the community need in this area?
Current zoning?
Future growth plan?

Who are the future owners?
What is the specific land-use?
In line with Community Improvement Plan?

Timeline?
Progress?
Compliance with regulatory requirements?

Social, environmental, and economic benefits felt by community?
New tax revenue?

Making a Successful Brownfield Project

- Critical Success Factors:
 1. Market demand
 2. Leadership by entity driving process
 3. End vision and strategic plan to achieve goals
 4. Appropriate funding to achieve end vision
 5. Clarity around alignment of liability and land ownership
 6. Stakeholder support

1. Market Demand

Confidential Industrial Client

Present Site



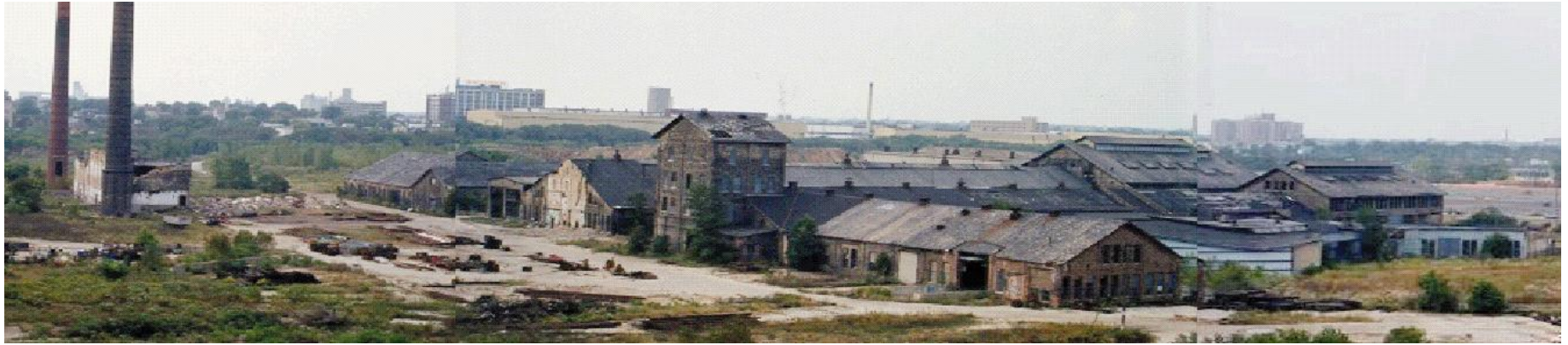
Projected Site, July 2010



2. Leadership Former Epton Site



3.& 4. Clear End Vision and Funding Milwaukee Road Shops



5. Liability Management Mare Island Redevelopment



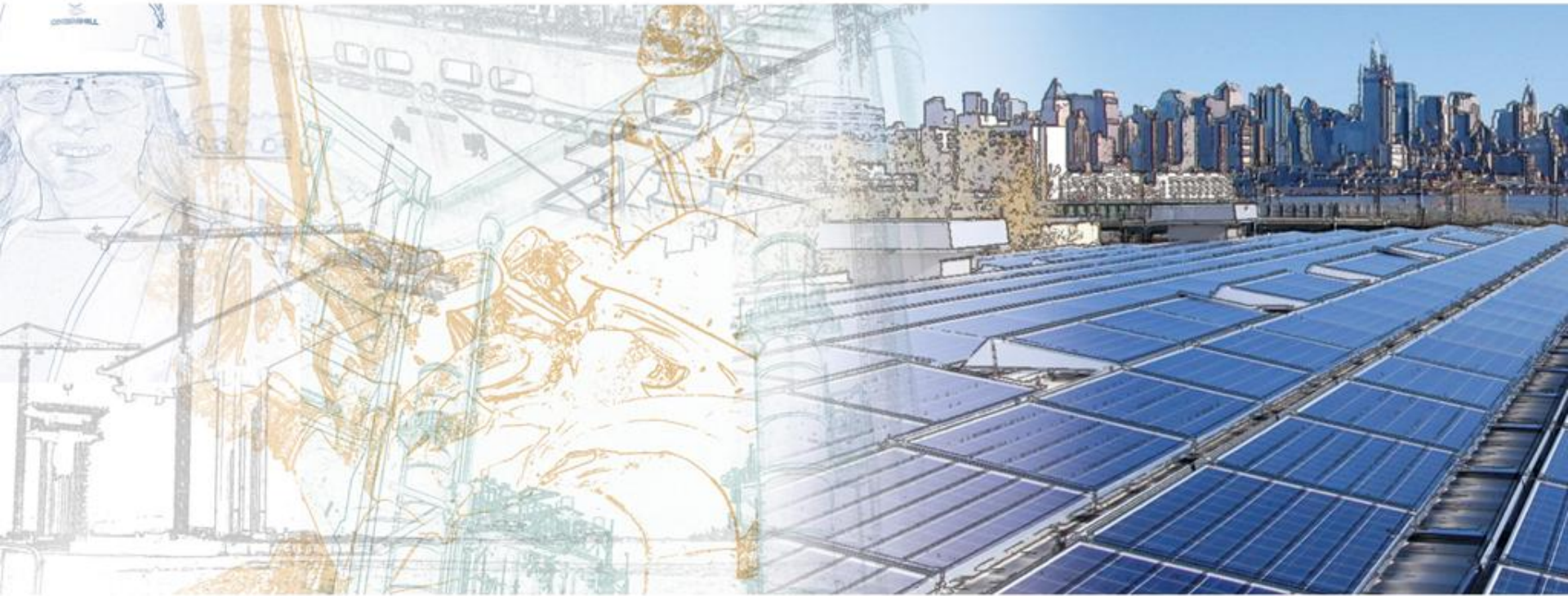
6. Stakeholder Support

Fruitvale Station Shopping Center



Concluding Remarks

- Lots of successes!
- Areas for continued improvement:
 - Working with regulatory agencies to become more streamlined
 - Application of risk management approach
 - Proactive stakeholder communications
 - Applying innovative and sustainable remedial solutions that are cost effective
 - Understanding the liability alignment
 - Use of available funding



Thank you!

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