

# Partnerships As A Pathway To Brownfields Risk Reduction

**Contaminated Properties Conference 2003 – Atlantic RBCA**

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**James A. Hamilton  
CLF Ventures, Inc.**

# Overview

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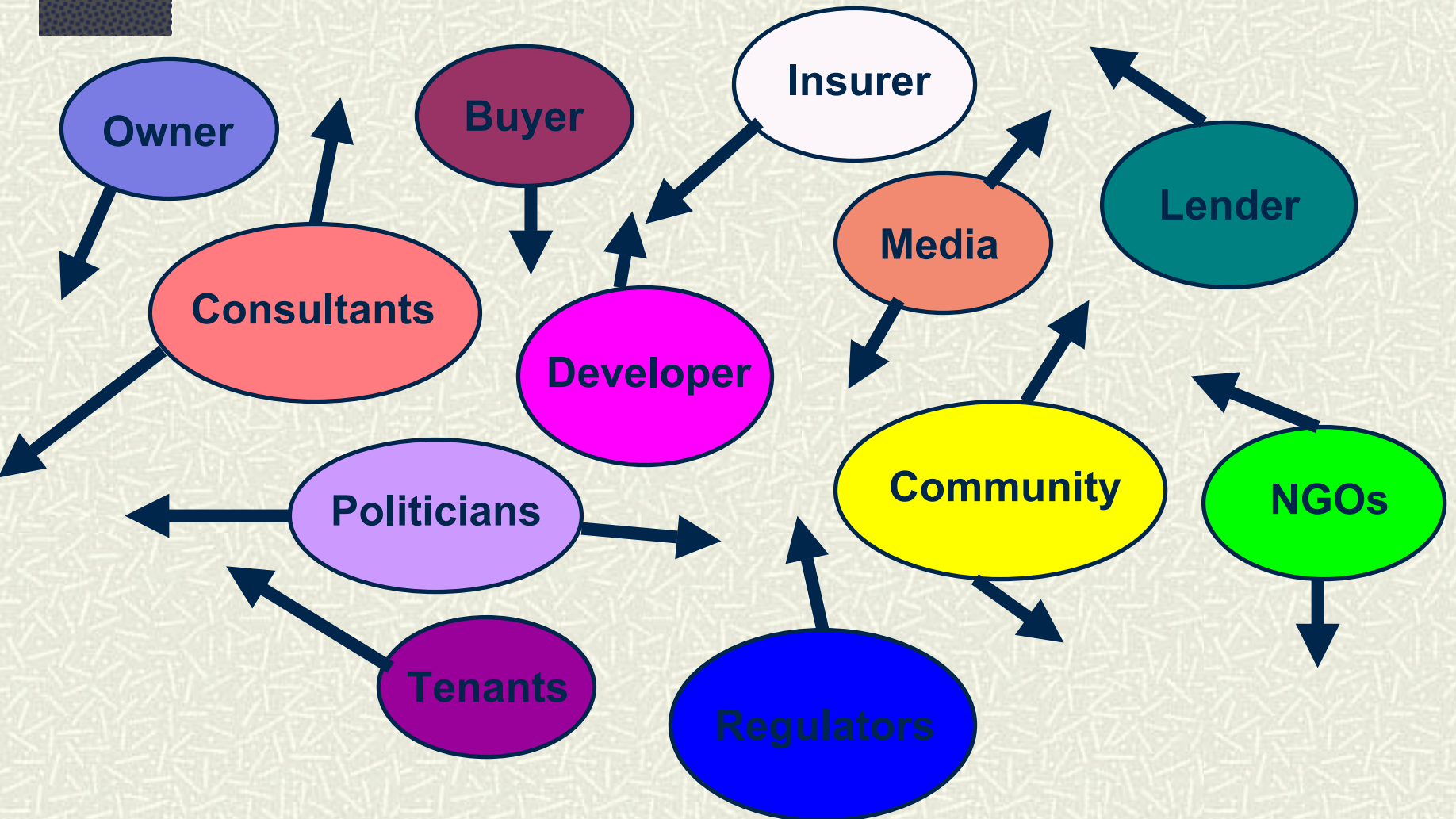
- ◆ **Partnerships & Brownfields – Why?**
- ◆ **A Case Study**
- ◆ **Learning & Implications**
- ◆ **Wrap Up**

# Who We Are

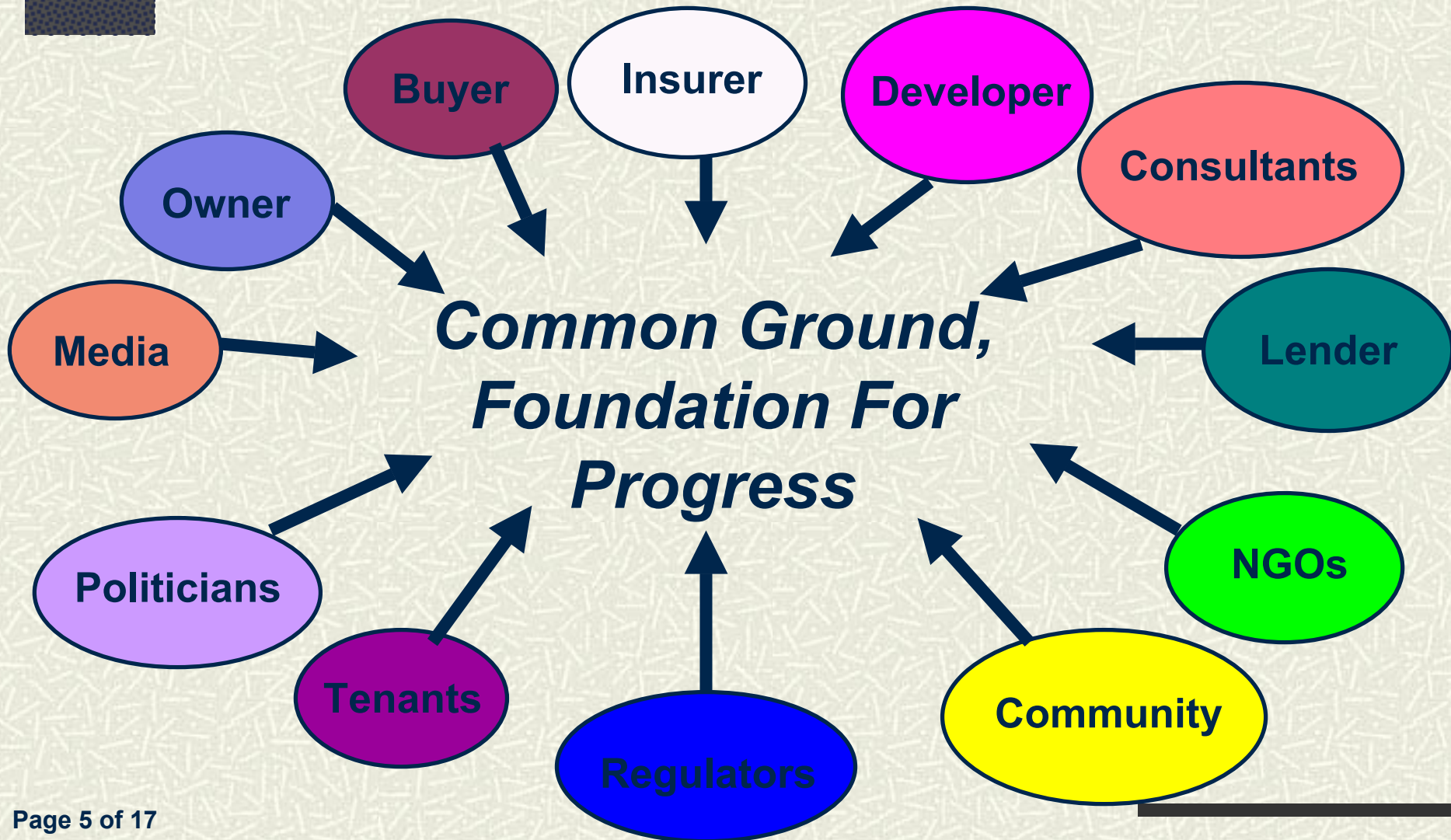
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- ◆ **CLF Ventures, Inc.**
  - Non-Profit Consulting Firm
  - Transactions -- Environmental & Economic Gain
- ◆ **Conservation Law Foundation**
  - Parent
  - New England Environmental Non-Profit
  - Community, Regulatory & Political Standing
- ◆ **Brownfields Target Market**
  - Spur Redevelopment

# Brownfield Stakeholders



# What Partnerships Can Do



# Partnerships Reduce Risk

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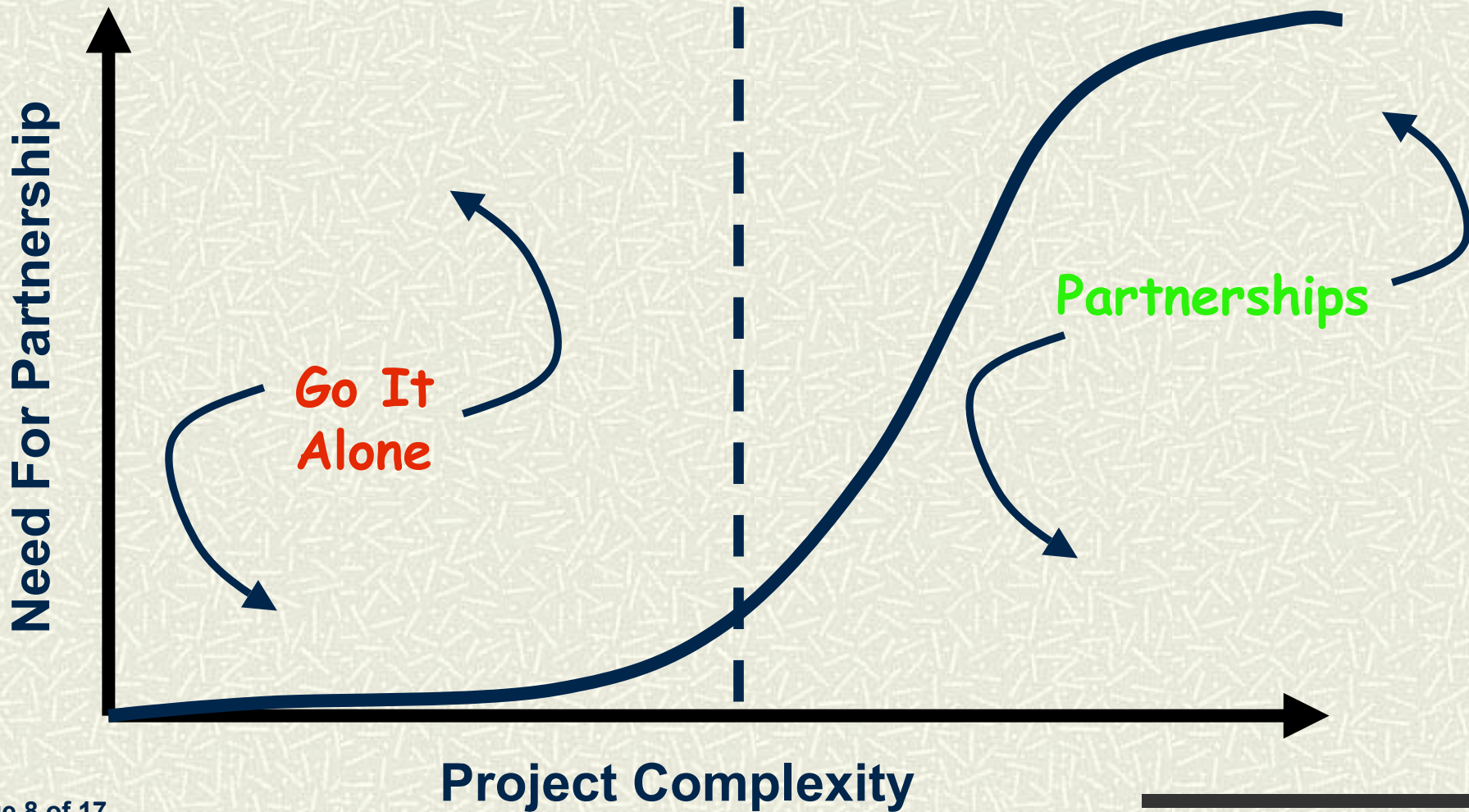
- ◆ **Developer – Design / Build Risk**
  - Permitting, Approvals, Financing
- ◆ **Tenant – Occupancy Risk**
  - Community Loyalty → Economic Upside
- ◆ **Community – Mothball Risk**
  - Redevelopment Takes Place
- ◆ **All Stakeholders – “Ooops” Risk**
  - Help Get Back On Track

# Partnership Are Not Easy

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- ◆ **You Will Not Get All That You Want**
  - Everybody Gives A Little
- ◆ **Hard to Build, Easy to Break**
  - Trust, Trust and Trust
- ◆ **Time To Develop**
  - Long-Term View Important
- ◆ **Often Requires A Catalyst**
- ◆ **Varying Need For Partnerships**

# Need For Partnerships Varies



# Partnership Case Study

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## ◆ The Site

- Abandoned Oil Storage Facility
- East Boston Waterfront

## ◆ The Issue

- Moderately Contaminated
- Many Zoning and Land Use Hurdles
- Impatient Community, Distant Owner

## ◆ Typical “Stuck” Site

- No Clear Path Forward

# The Main Players

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## ◆ Owner

- Risk Adverse
- Corporate Image & Community Concerns

## ◆ Community Group

- Engaged, Active, Vocal, of Several Minds

## ◆ Potential Developers

- Fearful and on the Sidelines

## ◆ How To Move Forward?

# Need For A Catalyst

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- ◆ **End Use Conversation Not Started**
  - Stuck on ppm Discussions
- ◆ **Our Introduction**
  - Invited By Community, Hired By Owner
  - Need For Dual Credibility
- ◆ **Our Role**
  - Develop Viable Re-Use Options
  - Multi-Stakeholder Buy-In (Partnership)
- ◆ **Un-stick The Stuck Site**

# Partnership Development

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## ◆ Relationship Building

- Outreach and Issue Scan, Find Common Ground
- MOU Between Key Players Endorsing Effort

## ◆ Friction Point Determination

- Objective Third Parties
- Regulatory Constraints, Community Desires
- Environmental and Market Analyses

## ◆ Feasibility Analysis Final Deliverable

- Series of Re-Use Options

# Not What As Much As How

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- ◆ **Re-Use Options Report**
- ◆ **Process Viewed As Legitimate**
  - Owner & Community Engaged Throughout
  - Extensive, Ongoing Outreach
- ◆ **Open Process Engendered Support**
  - Outcome vs. Legitimacy
  - Manifestation of the Partnership

# Working In Partnership

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- ◆ **Mutual Respect Developed**
  - Community and Owner
- ◆ **Objective Information Presented**
  - Multi-Lingual Community Meetings
  - Focus On Needs vs. Wants
- ◆ **Position Softening**
  - Based On Real World Drivers
  - Objective Information – Common Ground

# Results

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- ◆ **Viability Redevelopment Scenarios**
  - **Pleasure Boat Marina**
  - **Commercial Aquaculture**
  - **Artist's Collaborative Work Space**
- ◆ **Site Recently Optioned**
- ◆ **Partnership Still Intact**
  - **Implementation Focus**

# Risks and Rewards

	Risks	Rewards
Owner	<ul style="list-style-type: none"><li>◆ Share Power</li><li>◆ Minor \$\$</li><li>◆ Smarter Community</li><li>◆ Unknown Outcome</li></ul>	<ul style="list-style-type: none"><li>◆ Good Will</li><li>◆ Community Support</li><li>◆ Improved Relationship</li><li>◆ Risk Reduction</li><li>◆ Repositioned Site</li></ul>
Community	<ul style="list-style-type: none"><li>◆ Share Power</li><li>◆ Reputational Risk</li><li>◆ Unknown Outcome</li></ul>	<ul style="list-style-type: none"><li>◆ Engaged Owner</li><li>◆ Improved Relationship</li><li>◆ Repositioned Site</li><li>◆ Increased Capacity</li></ul>

# Bottom Line

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**“You Can’t Always Get What You Want, But if You Try Sometime, You Just Might Find, You Get What You Need.”**

**Mick Jagger**

**Keith Richards**