



MEMORANDUM

Date: April 15, 2015

To: Heidi Ames, Project Coordinator, St. Lawrence County Planning Office
Gary Bowitch, Project Advisor, Environmental Counsel to St. Lawrence County
Tony Arquiett, Chair, Massena BOA Steering Committee
David MacLeod, New York State Department of State

From: Matt Robbie, Skeo Solutions
Miranda Maupin, Skeo Solutions

Re: Massena BOA January 26, Kick-off Steering Committee Meeting

Introduction

St. Lawrence County has been awarded a Brownfield Opportunity Area grant from the New York State Department of State to develop a Revitalization Plan for the former General Motors Massena site, located in the Town of Massena, NY. The County has formed the Massena BOA Project Steering Committee to guide the development of the Revitalization Plan.

On January 26, 2015, the Steering Committee held a kick-off meeting to initiate the Massena BOA Revitalization Plan process. This memorandum summarizes key discussion points including Steering Committee member/key stakeholder project goals, stakeholder roles and responsibilities and a brief update on the former GM Massena site's remedial status.

Meeting Participants

Heidi Ames, Project Coordinator, St. Lawrence County
Tony Arquiett, Chair, Massena BOA Steering Committee
Gary Bowitch, Environmental Counsel to St. Lawrence County
Patrick Kelly, St. Lawrence County Industrial Development Agency
David MacLeod, NY Department of State Brownfield Opportunity Area program*
Michele Mitchell, St. Regis Mohawk Tribe
Patricia Spitzley, RACER Trust*
Anne Kelly, Remedial Project Manager, EPA Region 2*
Brendan Mullen, Cleanup Manager- NY, RACER Trust*
Steve Hunt, North Country Regional Director, Empire State Development*
Matt Robbie, Skeo Solutions
Ellen Pemrick, EM Pemrick & Company



Jaclyn Hakes, MJ Engineering
Sarah Quandt, MJ Engineering

* participated via teleconference

Stakeholder Roles and Responsibilities

The primary entities and organizations that will be involved in developing the Massena BOA Revitalization Plan are described below along with their respective project roles and responsibilities.

- **New York State Department of State** – David MacLeod serves as the New York State Department of State (DOS) representative for the Massena BOA Revitalization Plan grant. DOS is the funding agency and is providing the BOA grant to support the development of the revitalization plan. NYSDOS will work directly with the Project Coordinator to review, evaluate and approve project deliverables, disperse grant funding and participate in project milestone events such as public forums.
- **Project Coordinator & Advisor** – Heidi Ames, St. Lawrence County Planning Office, serves as the Project Coordinator and is responsible for interacting with DOS, the project Steering Committee and project Consulting Team throughout the development of the revitalization plan. Gary Bowitch is St. Lawrence County’s environmental counsel and serves as an advisor to the project’s Steering Committee and Consulting Team.
- **Steering Committee** – The Massena BOA Steering Committee is comprised of local elected officials, municipal and tribal government representatives, economic development agency representatives, and property owners. The Steering Committee is responsible for providing direction regarding the development of the revitalization plan; supporting public engagement and outreach activities; and reviewing, evaluating and providing input into project deliverables provided by the Consulting Team.

Steering Committee Members include:

- Tony Arquiett, Steering Committee Chair/St. Lawrence County Legislator
 - Joseph Gray, Supervisor, Town of Massena
 - Michele Mitchell, St. Regis Mohawk Tribe
 - Patrick Kelly, CEO, St. Lawrence County Industrial Development Authority
 - Tom Sullivan, Greater Massena Business Development Corporation
 - Patricia Spitzley, Deputy Redevelopment Manager, RACER Trust
- **RACER Trust** – The Revitalizing Auto Communities Environmental Response Trust (RACER Trust) was formed out of the former General Motors Company bankruptcy settlement in 2011 with a mission to address environmental contamination issues and position properties for redevelopment at 89 former General Motors facilities nationwide. RACER Trust owns the former GM Massena Superfund site and is responsible for addressing environmental contamination with oversight from USEPA, and is working to market the property for redevelopment after remediation is complete.



- **Environmental Protection Agency** – The U.S. Environmental Protection Agency (EPA) is responsible for overseeing the remediation of the GM Massena Superfund site. The Agency’s mission is the protection of human health and the environment.
- **New York Department of Environmental Conservation** – The New York State Department of Environmental Conservation (DEC) is a partner agency to the U.S. Environmental Protection Agency (EPA) for the GM Massena Superfund site and serves as the regulatory authority for the former Minerals Processing Area (located on RACER Trust property).
- **Consulting Team** – The Steering Committee selected a consulting team to provide support in developing the project’s revitalization plan. The consulting team includes Skeo Solutions (prime consultant) and MJ Engineering, EM Pemrick & Company and Moran Stahl & Boyer (sub-contractors). The Consulting Team is responsible for developing all project deliverables outlined in the Scope of Work (See Attachment A) in coordination with the Project Coordinator/Advisor and Steering Committee.

Project Goals

At the outset of the meeting, Steering Committee members outlined the following overall goals for the Massena BOA Revitalization Plan project.

- **Unified Vision** – There is a need for a clear and unified vision to guide future use and redevelopment.
- **Support Environment and Economy** – Redevelopment approaches need to balance environmental protection for land and people with economic development and job creation.
- **Leverage Assets** – The site’s location on the Canadian border and access to inexpensive reliable power have the potential transform the site in a way that benefits all stakeholders.
- **Balanced Process** – Participants noted the need for the project to be built on a balanced process that openly engages the public, municipal and tribal governments and local and regional partners.

These initial project goals reflect Steering Committee members’ desired outcomes for the project. A detailed set of goals and community vision for the Massena BOA will be developed through community engagement activities in future project tasks.

Project Scope

Matt Robbie (Skeo Solutions) provided an overview of the Scope of Services for the Massena BOA Revitalization Plan Project. The major tasks outlined in the scope of services are listed below along with the consulting team members that will lead each task. The full details of the project scope of services are included in Attachments A and C.

1. Project Initiation (Skeo Solutions)
2. Existing Conditions and Goals (Skeo Solutions and MJ Engineering)
3. Community Engagement Strategy (Skeo Solutions)
4. Redevelopment Feasibility Analysis (MJ Engineering)



5. Market and Economic Opportunities Analysis (E.M. Pemrick and Moran Stahl & Boyer)
6. Site Build-out Assessment (MJ Engineering and Skeo Solutions)
7. Marketing and Re-Branding Plan (Moran Stahl & Boyer)
8. Revitalization Plan Development (Skeo Solutions)
9. Project Management (Skeo Solutions)

Remedial Status Update

Remedial actions are underway to address contamination at the Massena Superfund site. EPA's Remedial Project Manager, Anne Kelly, and RACER Trust Cleanup Manager, Brendan Mullen, provided the following update on the status of ongoing cleanup activities with approximate timeframes.

Completed Remedial Actions

- **Former Manufacturing Building (2011-2013)** – RACER Trust's contractors completed building and slab demolition, excavated and removed underlying utility tunnels and contaminated soils between 2011-2013. Excavation areas were backfilled and re-graded.
- **North Disposal Area and Lagoons (2013)** – North Disposal Area and former Lagoon Area wastes and contaminated soils were excavated and shipped off-site for disposal. Areas were backfilled and re-graded.
- **Minerals Processing Area (2014)** – The former Minerals Processing Area is regulated by the NYDEC State Superfund program and is not part of the GM Massena Superfund site. In 2014, RACER Trust contractors excavated contaminated soils from a temporary capped area at the Minerals Processing Area and placed the excavated soils in the East Disposal Area for off-site disposal during future remedial actions. RACER submitted a petition to have the Minerals Processing Area delisted from the NYDEC State Superfund Sites Registry in March 2015.

On-Going Remedial Actions

- **East Disposal Area (2014-2015)** – Excavation and off-site disposal of subsurface waste and contaminated soils are underway and are expected to be complete in 2015.
- **Industrial Landfill Area (2016)** – Excavation, consolidation and modification of the existing Industrial Landfill Area will be initiated in 2016 after East Disposal Area actions are complete.
- **Groundwater (2017 or later)** – Installation of ground water extraction wells will be completed in the future and integrated into an existing pump and treatment system on site. Extraction well locations are to be determined. Operation of the ground water extraction and treatment system will continue into the future and wells will remain on site.

Additional Discussion Items and Next Steps

Project Stakeholder List

Steering Committee and Consulting Team members discussed the need for a comprehensive list of project stakeholders. Consulting team members Ellen Pemrick and John Rhodes are conducting stakeholder interviews (scheduled for April 14-16) to help inform market and economic analysis tasks. The Steering Committee agreed to coordinate internally to develop the stakeholder list. Heidi Ames and Patrick Kelly are assisting the consulting team in arranging meetings with economic development agencies, business owners and regional partners.

BOA Study Area

Participants discussed the BOA Project Study Area boundary that was presented in the 2011 Pre-Nomination Study. Steering Committee members identified the need for minor modifications of the northern and eastern boundaries, due to concerns presented by St. Regis Mohawk Tribe representatives about the inclusion of certain properties in the BOA Study Area. The modified BOA Study Area is included below.



Figure 1. Massena BOA Study Area Map (April 2015)



Contract and Project Schedule

NY DOS approval of the professional services contract between Consulting Team and St. Lawrence County required several contract modifications. Due to contract revisions, the Project Coordinator and Consulting Team agreed to adjust the project schedule to account for a one-month delay in finalizing the contract. The St. Lawrence County and Skeo Solutions contract was finalized on March 23, 2015. Attachments A and C provide additional details regarding the current project schedule.

Next Steering Committee Meeting

The second Steering Committee meeting is scheduled for April 30, 2014 at 12:30pm (Massena Town Hall). The purpose of this meeting will be to review existing conditions for the Massena BOA Study Area and discuss the project's community engagement strategy.