

# Fink, Zausmer & Kaufman

A PROFESSIONAL CORPORATION

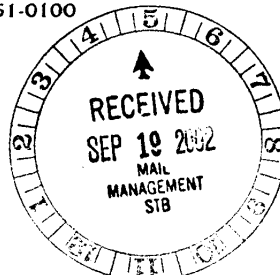
David H. Fink  
Mark J. Zausmer  
Avery K. Williams  
Richard C. Kaufman  
Michael L. Caldwell  
Ruben Acosta  
Gary K. August

Thomas A. Biscup  
Mischa M. Gibbons  
Stephen W. King  
Michael C. Lewis  
Amy M. Sitner  
Marcus A. Williams

**Of Counsel**  
David A. Domzal  
Eli Grier  
John T. Peters, Jr.  
Alan D. Wasserman\*\*  
Harvey I. Wax

Also Admitted in Illinois and Ohio  
Also Admitted in District of Columbia

31700 Middlebelt Road  
Suite 150  
Farmington Hills, MI 48334-2374  
(248) 851-4111 Fax (248) 851-0100  
www.lawsite.com

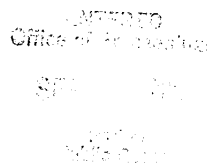


**Detroit Office:**  
2430 First National Building  
Detroit, MI 48226-3535  
(313) 963-3873  
Fax (313) 961-6879

**Lansing Office:**  
721 N. Capitol, Suite 2  
Lansing, MI 48906-5163  
(517) 374-2735  
Fax (517) 487-0372

September 19, 2002

Honorable Vernon A. Williams  
Office of the Secretary  
Case Control Unit  
Surface Transportation Board  
1925 K Street NW, Room 711  
Washington, D.C. 20423



Re: Riverview Trenton Railroad Company- Acquisitions and Operations  
Finance Docket No. 34040  
Petition for Exemption from 49 U.S.C. 10901 to Acquire and Operate a Rail  
Line in Wayne County, MI

Dear Secretary Williams:

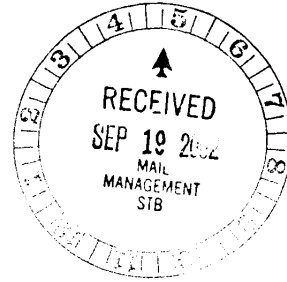
Enclosed for filing please find an original and ten copies of the Status Report of Wayne  
County Pursuant to the June 21, 2002 Order.

Thank you for your attention.

Sincerely Yours,

FINK, ZAUSMER & KAUFMAN, P.C.

*Mark J. Zausmer / jing*  
Mark J. Zausmer



**BEFORE THE  
SURFACE TRANSPORTATION BOARD**

---

**Finance Docket No. 33040**

**RIVERVIEW TRENTON RAILROAD COMPANY  
PETITION FOR EXEMPTION FROM 49 U.S.C. 10901  
TO ACQUIRE AND OPERATE A RAIL LINE IN  
WAYNE COUNTY, MICHIGAN**

---

**STATUS REPORT OF WAYNE COUNTY  
PURSUANT TO THE JUNE 21, 2002, ORDER**

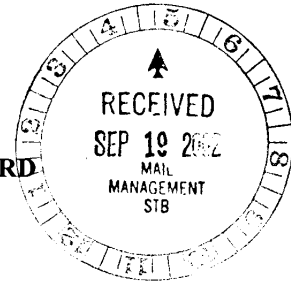
ENTERED  
Office of Proceedings

SEP 10 2002

Part of  
Public Record

Mark J. Zausmer (P31721)  
Attorney for Wayne County  
Fink, Zausmer & Kaufman, P.C.  
31700 Middlebelt Road, Suite 150  
Farmington Hills, MI 48334  
(248) 851-4111

**BEFORE THE  
SURFACE TRANSPORTATION BOARD**



---

**Finance Docket No. 33040**

**RIVERVIEW TRENTON RAILROAD COMPANY  
PETITION FOR EXEMPTION FROM 49 U.S.C. 10901  
TO ACQUIRE AND OPERATE A RAIL LINE IN  
WAYNE COUNTY, MICHIGAN**

---

**STATUS REPORT OF WAYNE COUNTY  
PURSUANT TO THE JUNE 21, 2002, ORDER**

---

**I. INTRODUCTION**

On June 21, 2002, the Surface Transportation Board (the "Board") issued its Order requiring the parties to engage in negotiations in an effort to reach a mutually acceptable resolution of this matter. Because of the importance of this site to the entire downriver community, the cities of Trenton and Riverview and Wayne County (collectively "the Communities") approached these negotiations very seriously and with a sense of optimism. There have been four intensive negotiating sessions which will be discussed in more detail below. While these negotiations have revealed certain plans of RTRR which are very disturbing, the Communities believe that there has been significant progress made toward a potential resolution of this matter. At this time, there are still important areas of disagreement between the parties; however, the negotiations have revealed many

areas of common ground that the Communities believe can serve as the basis for a global settlement. The Communities hope that, after reviewing the details of these ongoing negotiations, the Board will direct the parties to continue negotiating rather than issue a decision. Issuance of a final decision by the Board will only have the effect of solidifying the position of the prevailing party and thus, realistically, precluding a settlement that could serve the interests of RTRR and the citizens of the affected region.

## II. INITIAL SETTLEMENT DISCUSSIONS<sup>1</sup>

Shortly after issuance of the Board's June 21 order, RTRR contacted the local communities to set up meetings. Wayne County was not invited by RTRR to attend the meeting with the municipalities. A meeting with Trenton was held on July 8, 2002. This was attended by the Mayor and city administrator. Neither attorneys, Riverview representatives, nor Wayne County officials were present. On July 16, 2002, a meeting was held among RTRR and Riverview officials. Shortly thereafter, an article was published in a local downriver newspaper suggesting that governmental officials were delaying meeting pending the outcome of local elections. In fact, RTRR had already met with principals for each city. The Communities submitted interim reports to the Board in response to RTRR's report to the Board dated July 26, 2002, suggesting that meetings were purposefully delayed.<sup>2</sup> Shortly after these submissions, the parties began intensive discussions with all parties and counsel present.

---

<sup>1</sup> While there was some discussion at the outset of these settlement meetings regarding non-disclosure of the substance of settlement discussions to the Board, the parties decided not to reach any confidentiality agreement.

<sup>2</sup> RTRR's interim report was self-serving and had no apparent purpose other than to attempt to prejudice the Board against the Communities.

### III. AUGUST 13, 2002 MEETING

The first meeting involving all of the parties and counsel after issuance of the Board's order dated June 21, 2002, was on August 13, 2002. This meeting was attended by multiple representatives of the Communities, RTRR and counsel. Wayne County representatives were surprised at the tone set by RTRR in this initial meeting. RTRR announced that the negotiations must be predicated on the Communities withdrawing their objections to, and affirmatively supporting, RTRR's Petition for Exemption. Despite efforts by the Communities to have a general discussion of alternate sites, RTRR initially refused to even consider such alternatives. When representatives of the Communities proposed sites, these were immediately rejected on the basis that the sites lacked access to water. In discussing this issue further, RTRR acknowledged that it had no current plans or plans in the foreseeable future to utilize the access to water afforded by the 76 acre site that is the subject of these proceedings.<sup>3</sup> Thus, the Communities initially had the sense that RTRR was simply going through an exercise ordered by the Board with no realistic intention of engaging in a meaningful discussion of alternatives or plans for coexistence.

This initial settlement meeting became very unsettling when RTRR confirmed the Communities' worst fears. RTRR made it very clear that, while the Petition for Exemption before

---

<sup>3</sup> See Finance Docket No. 34040, Environmental Assessment, at 1-3 (served October 15, 2001) ("Environmental Assessment") ("Given that this mode of transportation [water] will not be implemented within a reasonably foreseeable horizon, the nature and scope of any water transportation activities are too speculative to assess at this time."); Post Environmental Assessment at 18 (attached to memorandum from V. Rutson to D. Konschnik dated Jan. 22, 2002) ("As discussed in the EA, Section 5.7, SEA did not evaluate potential environmental impacts resulting from increased barge traffic due to its speculative nature. This service is considered speculative because RTRR has stated that, if developed, it will not be operational before 2007, which is beyond reasonable forecasts.").

the Board involved only 76 acres, its short-term business plan encompassed 200 acres and its long-term plans for this area encompassed 1,000 acres.<sup>4</sup> The clear import of these discussions was that RTRR had every intention of acquiring, by eminent domain or otherwise, the remaining 149 acres adjacent to the 76 acres which is the subject of the instant proceedings.<sup>5</sup> The concerns expressed by the Communities in the various filings with this Board with regard to only 76 acres would be exponentially increased by the long term plans expressed by RTRR of expanding its operation to a site more than ten times that large. If allowed to use the instant Petition regarding 76 acres as leverage to gain control over the larger site, there will be an irrevocable loss of riverfront access, along with problems for the citizens that will accompany the extensive industrial and commercial activity that such an expanded site would generate. The Communities were very distressed at the prospect of the instant Petition becoming the foothold for RTRR's plan to gain control over at least an additional 145 acres of riverfront property which would be lost to the citizens of Wayne County forever.

The Board should be equally concerned with the stunning inconsistency between this revelation concerning RTRR's future plans and RTRR's response filed with the Board and DSC after DSC filed a letter with the Board correcting the record and stating that it opposes RTRR. DSC stated in its March 29, 2002, letter to the Board that it feared that granting RTRR "rail road designation and its accompanying power of condemnation . . . could be disastrous for our business" (Exhibit A). In its response letter to DSC dated April 25, 2002, and in a letter to the Board dated April 26, 2002,

---

<sup>4</sup> If RTRR denies these statements in any submission to the Board, the Communities will provide affidavits attesting to their accuracy.

<sup>5</sup> The 76 acres was part of a larger 225 acre site which was owned by Detroit Steel Corporation ("DSC"). DSC sold the 76 acres to RTRR but still owns the remaining 149 acres. The remaining adjacent 149 acre parcel will be referred to herein as the "DSC Site".

RTRR denied that it had any designs on DSC's property (Exhibit B). To the contrary, in the response to DSC, RTRR stated (at page 1) that it had "given no consideration to 'taking' any DCR/DSC property," and it "assure[d]" DSC that it "intend[ed] to make its services available to DSC," something it obviously could not do if it acquired DSC's facility. Similarly, in its letter to the Board, RTRR stated (at page 2) that "RTRR has never given DSC or anyone else any reason to believe that it intended to use any condemnation authority to take DSC property," and that "[w]hile the specter of condemnation by RTRR may have been suggested to DSC by Wayne County or its allies . . . , RTRR assures DSC and the Board that the concern is entirely unfounded." But, of course, it is just such a "specter of condemnation" arising if RTRR is granted rail carrier status by the STB, that would assure RTRR that it will be able to acquire DSC's property — as DSC feared — either through the direct exercise of that authority or its threat in order to force a sale by DSC.

The Communities made it clear in this August 13 meeting that their first choice was for RTRR to accept an alternate site so that local plans to develop the riverfront could be brought to fruition. The Communities tried to persuade RTRR that there were viable options that would allow RTRR to realize its stated business objectives while, at the same time, offering the Communities an opportunity to continue the revitalization of the downriver area. One alternative suggested by the Communities was an area near Willow Run Airport which is located only a short distance from the new \$1.2 billion Metropolitan Airport. Such a location would offer significant transportation synergies to complement RTRR's proposed plans. The Communities also proposed a site at the Port of Monroe, which site the Communities still maintain is superior to the subject 76 acres. Other alternatives were floated during this meeting and RTRR summarily rejected every option.

When it became obvious that RTRR would not even engage in meaningful discussions regarding any of the proffered alternative sites, the Communities reluctantly offered an option that officials hoped would lead to peaceful coexistence and satisfy the most basic concerns of the parties. Near the end of the August 13 meeting, the Mayor of Trenton provided a development plan involving approximately 135 acre parcel of land to the immediate west of the subject 76 acre parcel. This parcel is currently owned by Detroit Edison (the "DTE Property") and the Mayor of Trenton had met with DTE representatives prior to making this proposal to RTRR. (See map of DTE site attached as Exhibit C.) The general concept suggested by the Mayor was a swap of properties that would result in RTRR trading its ownership of the subject 76-acre riverfront parcel for the 135 acre DTE Property. Such a compromise would have allowed RTRR to develop its business opportunities in the area while vesting title to the important 76-acre riverfront parcel in an entity which the Communities believed would develop the 76 acres in a mutually beneficial manner consistent with the preservation of this riverfront for their citizens. Under this proposal, RTRR would receive easements to the waterfront through the 76-acre parcel. The details of such a creative proposal would require time and effort to finalize. The first issue, however, was whether RTRR would consider this concept. At the conclusion of this August 13 meeting, RTRR appeared to have some interest in exploring the option involving the DTE Property and committed to review this alternative and determine whether it would fit its business plan. The parties agreed to reconvene on August 27.

#### IV. AUGUST 27 MEETING

The meeting on August 27 began with RTRR officials stating that they were trying to decide whether the DTE site was a viable option for its business operations. RTRR raised two issues with respect to this parcel. First, RTRR inquired about whether anyone from the Communities had

discussed whether the Class I railroads would build rail connections from the DTE site to the trunk lines. Second, RTRR asked whether the Communities had considered whether the DTE site would be under the jurisdiction of the Surface Transportation Board. The Communities explained that even if the parties could agree on a property swap that would result in RTRR moving its contemplated operation to the DTE site there were still a number of local control issues that needed to be addressed as part of any global agreement. It was agreed that RTRR and the Communities would exchange their respective list of concerns regarding the DTE site and local control issues on September 2 (Labor Day).

The August 27 meeting also included a discussion of why RTRR needed to be classified as a rail carrier in order to conduct its business operations. The Communities asked RTRR to explain why this status was a precondition to any agreement. Despite RTRR's attempts to provide an explanation, the Communities walked away from the meeting with the continued sense that the railroad designation was not necessary for RTRR's business purposes, but was designed to shield itself from certain local land use regulation, including the power of eminent domain, while at the same time vesting that power of eminent domain in RTRR.

#### V. SEPTEMBER 2 EXCHANGE

The Communities worked diligently over the Labor Day weekend to compile a list of local control issues that would need to be resolved as part of any settlement among the parties. On September 2, consistent with the schedule agreed upon on August 27, the Communities' representative e-mailed RTRR a list of "Issues to be Addressed Regarding Ongoing Settlement Discussions Pursuant to STB Order"(Exhibit D).<sup>6</sup> On September 2, RTRR provided the

---

<sup>6</sup> The memo is dated August 30, 2002, rather than September 2 because it was circulated internally at the earlier date. It was actually distributed to RTRR on September 2, 2002.

Communities its list of issues regarding the DTE site (Exhibit E).

#### VI. SEPTEMBER 3 MEETING

The parties reconvened on September 3 to address the issues raised in the September 2 exchange of documents. Initially, the parties began to go through the Communities' list of local control issues and attempted to negotiate the details of these items. While there was some progress, it became apparent that it would be impossible, within a reasonable time frame, to get through all of these issues in a group that included multiple representatives from the Communities. Thus, it was agreed that there would be a meeting on the following night between RTRR officials and one designee each from Wayne County, Trenton, and Riverview, in an effort to work through the issues raised in the September 2 exchange.

#### VII. SEPTEMBER 4 MEETING

This meeting began on a very optimistic note. RTRR officials stated that "under the right terms, we would agree to move" to the DTE site. RTRR stated that the "Site Issues" memorandum (Exhibit E) contained approximately 80% of its concerns regarding the DTE site. RTRR committed to provide a list of the remaining 20% of issues by the following day. The parties then proceeded to negotiate on the local control issues which were identified in the memo provided to RTRR by the Communities on September 2 (Exhibit D). While some issues were not agreed upon, there was a very good exchange and there appeared to be a great deal of common ground on many of the operational matters which were of concern to the Communities. This meeting lasted until almost midnight and the parties agreed that, based upon the status of negotiations, it was appropriate to reconvene within a matter of days. Despite the progress that was made in the September 4 meeting, RTRR injected a very troubling and new issue into the settlement discussions. RTRR officials stated

that as part of any further discussions, the Communities would have to consent to RTRR acquiring an additional 60 acres of property adjacent to the current 76 acres in order to accommodate its business plan. This was a new development which required careful analysis by the Communities. RTRR set a deadline at the September 4 meeting of September 13 to reach an overall settlement after which all negotiations would cease. The parties agreed to set another meeting in the immediate future.<sup>7</sup>

#### VIII. SEPTEMBER 6 MEETING

The parties reconvened on September 6, 2002. Based upon the previous meetings, the Communities were still feeling a sense of optimism that progress was being made. The belated demand of having the Communities consent to RTRR's acquisition of the additional 60 acres was confusing since the Communities neither owned nor controlled that property. At the September 6 meeting, representatives of the Communities told RTRR that RTRR was free to attempt to purchase this 60 acres just like any other person or entity. The Communities explained to RTRR that there was some progress being made with regard to acquisition efforts on the DTE site. Moreover, investigation of the DTE site and surrounding properties provided some realistic hope that many of RTRR's other conditions with regard to the DTE site could be satisfied. The Communities again sought the remaining 20% of RTRR's concerns with respect to the DTE site that had been promised on September 4. The Communities made it clear to RTRR that acquisition of the DTE site and resolution of issues related to the proposed property swap would take some time. Given the progress

---

<sup>7</sup> RTRR appears to be treating the September 20 date as a deadline after which no negotiations will be authorized by the Board. Contrary to this view, the Board's June 21, 2002, Order simply requested a status report on September 20 and did not establish any deadline for reaching a final deal.

that had been made as of September 6, it made sense to the Communities to ask the STB for additional time to see whether a deal could be finalized. RTRR, however, concluded the meeting with a representative stating that further discussions were a “waste of time.” To the surprise and disappointment of the Communities, RTRR officials departed.

#### IX. SMITH GROUP PLANNING DOCUMENT

The Communities have worked diligently and in good faith since the very earliest stages of these proceedings to find a viable way in which to satisfy the interests of all parties. Perhaps the most concrete example of these efforts is a land use study prepared by the nationally renowned planners, SmithGroup. The City of Trenton spent \$200,000 in an effort to demonstrate to RTRR that the DTE site was a viable alternative and that relocation to that site would allow the parties to operate in harmony while protecting the public interest. The SmithGroup study (the Trenton Riverfront Redevelopment Proposal Discussion Draft - July 2002) is attached hereto as Exhibit F. The Communities request that the SmithGroup study be viewed by the Board, both as evidence of the commitment of the Communities to find a viable compromise to the difficult problems presented by the instant Petition, and as evidence that the plan itself could provide the basis of a realistic solution to the competing interests of the parties.

#### X. RTRR’S COEXISTENCE PROPOSAL

In an apparent effort to find a way in which the interests of the parties can be satisfied, RTRR proposed a plan which would allow it to stay on the 76 acre parcel while making a certain strip of this parcel, adjacent to the river, available for public access. A copy of this proposal is attached as Exhibit G. While this proposal looks nice on paper, it has no basis in reality. The following are examples of the practical problems associated with RTRR’s plan:

- The proposal requires two bridges. The King Road bridge may not be able to be built at all because of inadequate room for grade separation.
- Even assuming that both bridges can be built, the cost of these bridges alone will be at least \$25 million.
- The relocated Sibley Road would require substantial amount of right-of-way acquisition presumably using the power of eminent domain. The cost of this acquisition would be millions of dollars.
- There are major commercial businesses that would be affected by relocation of Jefferson Avenue. The cost of relocating and/or acquiring these businesses should easily exceed \$10 million, excluding any right-of-way costs.
- The cost of building the proposed relocated Jefferson Avenue is in the range of \$10 million. If, as can be expected, there are hazardous materials in the area of this proposed right-of-way, the right-of-way cost could easily be \$20 million or more.
- To the extent that the power of eminent domain is necessary for any of the acquisitions required by this plan, the County would have to overcome challenges to the taking in which owners would be expected to argue that there is no public purpose.
- The proposed plan would pose serious problems for the City of Riverview. Relocating Sibley Road would significantly disrupt municipal operations throughout that community.

The RTRR plan does not offer any practical solution. The cost of this plan could approach \$100 million. The DTE site, or other alternatives proposed by the Communities, are much more cost efficient and practical.

#### XI. THE ENVIRONMENTAL ASSESSMENT

The negotiation process, while in some ways demonstrating that there is common ground among the parties (e.g., local control issues and an initial agreement to seriously explore the DTE site), has also offered a very troubling view of RTRR's candor with respect to the property which is the subject of these proceedings.

RTRR represented to the Board and SEA that its intermodal facility was to be constructed and operated on the 76-acre parcel that it had acquired from DSC.<sup>8</sup> This 76-acre limitation was dutifully reflected in SEA's Environmental Assessment.<sup>9</sup> To the County's knowledge, RTRR has never revealed to the Board or SEA that its plans actually extend far beyond the 76-acre site to the adjacent parcel, and that fact has certainly not been reflected in the environmental review to date. Whether or not RTRR violated any duty to disclose to the Board its plans to use at least an additional 145 acres of riverfront property for its intermodal terminal, its anticipated use of that additional property has now become a reasonably foreseeable consequence of any Board approval of RTRR's Petition for Exemption. Consequently, in accordance with the National Environmental Policy Act,

---

<sup>8</sup>See, e.g., Verified Petition For Exemption, at 5 (May 1, 2001) ("The facility will be constructed on the 76-acre parcel on which the RTRR rail line is located."); *id.* at Exhibit 4 (map of the planned facility); Environmental Report On Proposed Riverview Trenton Railroad and Intermodal Terminal Located in Wayne County, Michigan (prepared by URS Corp. with information from RTRR) at 2-1 & 2-4 (dated April 27, 2001; submitted with Petition for Exemption on May 1, 2001) (referring to the 76-acre site of the proposed intermodal terminal).

<sup>9</sup>E.g., Environmental Assessment at 4-1 (describing the location of the "76-acre site on which [RTRR] proposes to construct and operate its intermodal facility (proposed project)").

the Board should not finalize its environmental review of the RTRR proposal without at least including an analysis of the potential environmental impacts of RTRR's use of this additional 145 acres of property.<sup>10</sup>

## XII. CONCLUSION

The previous submissions by the Communities to the Board have explained the irrevocable effect that the decision on RTRR's Petition will have on the citizens of Wayne County generally and the downriver area in particular. Thus, it is in the public interest that this proceeding not be decided based on incomplete or inaccurate information.

The local governmental units have worked vigorously over the past decade to revitalize this area for the benefit of the local citizenry. This revitalization has included expanding the tax base with planned growth that is in the best interests of the citizens. The 76 acre project proposed by RTRR will provide significant obstacles to the revitalization process. In an effort to reach a compromise, the Communities have, however, acknowledged the need to accommodate RTRR in a manner that will allow RTRR to pursue its business interests. In that spirit, the Communities have offered legitimate alternative locations, some a number of miles from the subject site and another (the DTE site) literally across the street from RTRR's preferred location. RTRR's (1) unilateral rejection of all sites except DTE site; (2) its unwillingness to even provide the Communities with the remaining 20% of its issues regarding the DTE site; and (3) the sudden termination of negotiations, despite a professed willingness to seriously explore the DTE site alternative, appears to the Communities to be inconsistent with the Board's directive of June 21, 2002. This is

---

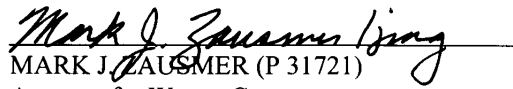
<sup>10</sup>The Board's environmental review is not final until after the Board takes final action on the Environmental Assessment (and Post Environmental Assessment) prepared by SEA. The Board has not taken such final action in this proceeding.

particularly so, given the significant progress that had been made with respect to local control issues on which the parties expressed a great deal of common ground in the meeting of September 4, 2002.

The negotiation process ordered by the Board was illuminating in one very important respect. RTRR's disclosure of an immediate intention to expand its project to 136 acres with a near term plan for a 200 acre project, and ultimately a 1,000 acre site, was very troublesome to the Communities. This project envisioned by RTRR is vastly different than the one that was the subject of the Environmental Assessment relied upon by the Board. The existing Environmental Assessment does not accurately reflect the plans for this area.

The Communities retain a sense of cautious optimism that, with appropriate direction from the Board, a mutually acceptable resolution of this dispute can be reached. A decision on RTRR's Petition will preclude any such negotiated resolution since the prevailing party will lose all reason to negotiate. Thus, the public interest would be served by an order that would not abruptly terminate the discussions among the parties. Given the status of these negotiations, Wayne County requests that the Board (1) direct the parties to continue negotiating regarding alternative locations generally and the DTE site specifically; (2) compel RTRR to delineate its business plan for the area; and (3) re-open the Environmental Assessment process to examine the actual project contemplated by RTRR, rather than the 76 acre initial plan that has been represented to the Board.

FINK, ZAUSMER & KAUFMAN, P.C.

  
MARK J. ZAUSMER (P 31721)  
Attorney for Wayne County  
31700 Middlebelt Road, Suite 150  
Farmington Hills, Michigan 48334  
248/851-4111

DATED: September 19, 2002

**BEFORE THE  
SURFACE TRANSPORTATION BOARD**

---

**Finance Docket No. 33040**

**RIVERVIEW TRENTON RAILROAD COMPANY  
PETITION FOR EXEMPTION FROM 49 U.S.C. 10901  
TO ACQUIRE AND OPERATE A RAIL LINE IN  
WAYNE COUNTY, MICHIGAN**

---

**CERTIFICATE OF SERVICE**

Lenore Donnelly, being first duly sworn, deposes and says that on the 19<sup>th</sup> day of September, 2002, she mailed a copy of Status Report of Wayne County Pursuant to the June 21, 2002, Order in the above-captioned matter to all parties of record (listed below) by depositing said documents into a United States Post Office receptacle with the correct postage affixed thereto.

Mr. J. William Koegel, Jr.  
Mr. David H. Coburn  
Steptoe & Johnson, LLP  
1330 Connecticut Avenue NW  
Washington, DC 20036

Mr. Randall A. Pentiuk  
Mr. Jayson J. Hall  
Pentiuk, Couvreur & Kobiljak, P.C.  
20300 Superior Street, Suite 230  
Taylor, Michigan 48180

Mr. Richard S. Edelman  
O'Donnell, Schwartz & Anderson, P.C.  
1900 L Street, N.W., Suite 707  
Washington, DC 20036

Mr. Daniel C. Sullivan  
Sullivan & Hincks  
Two West 22<sup>nd</sup> Street, Suite 350  
Oak Brook, Illinois 60523

The Honorable Carl M. Levin  
United States Senate  
Washington, DC 20510

The Honorable John D. Dingell  
House of Representatives  
Washington, DC 20515

Mr. Jonathan M. Broder  
Vice President Law and General Counsel  
ConRail  
2001 Market Street, 16<sup>th</sup> Floor  
Philadelphia, Pennsylvania 19103

Mr. Wallace C. Long  
Howard & Howard  
39400 Woodward Avenue, Suite 101  
Bloomfield Hills, Michigan 48304

*Lenore Donnelly /SKW*  
LENORE DONNELLY

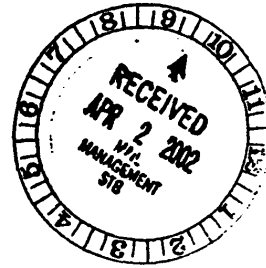
Subscribed and sworn to before me  
this 19<sup>th</sup> day of September, 2002.

\_\_\_\_\_  
Notary Public  
Oakland County, Michigan  
My Commission Expires: \_\_\_\_\_

# Exhibit A



Corporate Headquarters  
1491 West Jefferson Avenue  
Trenton, MI 48183



March 29, 2002

The Honorable Vernon A. Williams, Secretary  
Surface Transportation Board  
1925 K Street, N.W., Room 711  
Washington, D.C. 20423-0001

**Re: STB Finance Docket No. 34040, Riverview Trenton Railroad Company  
Acquisition and Operation in Wayne County, Michigan**

Dear Secretary Williams:

I am the President and CEO of both the Detroit Steel Company ("DSC") and the Detroit Cold Rolling Company ("DCR"). On March 1, 2002, I submitted a letter to the Surface Transportation Board ("Board") requesting that the Board deny Riverview Trenton Railroad Company's ("RTR") petition for exemption.

It has recently come to my attention that a letter filed approximately one year ago in Finance Docket No. 33980 by Mr. Matthew Wilkinson, who works with me as Vice President of DCR, was refiled (without our consent or authorization) by RTR in STB Finance Docket No. 34040, as part of RTR's March 7, 2002 filing (see Exhibit 2, Verified Statement of RTR President Arnold Mistura). I also understand that in that filing and a later filing on March 21, 2002, RTR has represented that our company supports its petition for exemption.

Mr. Matthew Wilkinson's letter of April 16<sup>th</sup>, 2001, outlines the benefit to DSC of the RTRR rail development and our support for those plans without realizing that if Crown has rail road designation and it's accompanying power of condemnation it could be disastrous for our business.

We respectfully ask that the Surface Transportation Board deny the request for rail road designation.

Sincerely yours,

Michael Wilkinson

# Exhibit B

**STEPTOE & JOHNSON LLP**

ATTORNEYS AT LAW

David H. Coburn  
202.429.8063  
dcoburn@step toe.com

1330 Connecticut Avenue, NW  
Washington, DC 20004-1735

Telephone 202.429.3000  
Facsimile 202.429.3002  
www.step toe.com

April 26, 2002

ENTERED  
Office of the Secretary

APR 29 2002

Part of  
Public Record



205269

Honorable Vernon A. Williams  
Secretary  
Surface Transportation Board  
1925 K Street, N.W. Room 711  
Washington, D.C. 20423-0001

Re: STB Finance Docket No. 34040, Riverview Trenton Railroad  
Company -- Acquisition and Operation in Wayne County, Michigan

Dear Secretary Williams:

Riverview Trenton Railroad Company has recently become aware of a letter dated March 29, 2002 from Mr. Michael Wilkinson of Detroit Steel Company and Detroit Cold Rolling Company (DSC) to the Surface Transportation Board, stating that DSC does not support RTRR's petition for authorization to operate as a railroad. The letter was not served on all parties of record and came to RTRR's attention only after a copy was provided to an official of an affiliate of RTRR by DSC.

In his recent letter, Mr. Michael Wilkinson acknowledges that the Vice President of DSC, Mr. Matthew Wilkinson, submitted an April 16, 2001 letter to the Board in support of RTRR's efforts to secure operating authority in Docket No. 33980 -- a letter which RTRR attached to its March 7, 2002 filing providing supplemental evidence in this proceeding. That April 16 DSC letter notes the June 2, 2000 Railroad Easement Agreement entered by DSC, which will allow RTRR trains to operate over tracks on DSC's property, and also describes how DSC intends to benefit from RTRR's rail service with respect to DSC's own rail traffic. (A copy of the Railroad Easement Agreement accompanies RTRR's May 1, 2001 Petition for Exemption filed in this proceeding.) At the time of its March 7, 2002 submission, RTRR had no reason to believe that DSC had changed its position as it had received no such communication from DSC prior to that date. Moreover, Mr. Matthew Wilkinson's April 16 letter was submitted in the context of (1) the easement transaction between RTRR and DSC and (2) the fact that DSC, through a purchase agreement executed by Mr. Michael Wilkinson, had sold to RTRR's affiliate the property (including the tracks) on which RTRR intends to focus its operations.

WASHINGTON

PHOENIX

LOS ANGELES

LONDON

Honorable Vernon A. Williams  
April 26, 2002  
Page 2

In order to remove any uncertainty the Board might have on this matter, RTRR continues to hold the easement to operate over DSC's property and of course will hold itself out to serve DSC were it to obtain an exemption from the Board to operate over the line traversing DSC's property. Further, Mr. Michael Wilkinson's stated reason for changing DSC's position is that if RTRR becomes a railroad "its accompanying power of condemnation . . . could be disastrous for our business." RTRR does not understand DSC's concern. RTRR has never given DSC or anyone else any reason to believe that it intended to use any condemnation authority to take DSC property. DSC did not express any such concern to RTRR's affiliate at any time during negotiations over the sale of the property or easement, nor has it raised the issue in conversations with RTRR at any other time. RTRR first learned of this concern when Wayne County, the City of Trenton and Grand Trunk Western Railroad Incorporated included a letter from DSC in their joint March 7, 2002 supplemental evidence. While the specter of condemnation by RTRR may have been suggested to DSC by Wayne County or its allies as a tactic to undermine support for RTRR's Petition, RTRR assures DSC and the Board that the concern is entirely unfounded.<sup>1</sup>

Respectfully,



David H. Coburn  
Attorney for Riverview Trenton Railroad  
Company

cc: All parties of record

---

<sup>1</sup> RTRR's April 25, 2002 written response to Mr. Michael Wilkinson is attached for the Board's information.



12225 Stephens Road, Warren, MI 48089

25 April 2002

RE: Riverview Trenton Railroad Company  
STB Finance Docket No. 34040

Dear Mr. Wilkinson:

I received a copy of the March 29 letter to Secretary Williams that you provided to Dick Bartscht at a recent meeting between the two of you. Needless to say, I was disappointed by your letter, which I believe is based on an unfounded concern on your part about RTRR's goals and intentions. I can assure you that we have given no consideration to "taking" any DCR/DSC property and that this is not the reason we are pursuing our efforts before the Board. (In fact, it seems to us that you might more reasonably be concerned with the possibility that Wayne County or the City of Trenton might want to condemn your property in Trenton.)

I can assure that if the STB allows us to operate as a short line railroad, RTRR intends to make its services available to your company, just as our rail services will be available to the general shipping public. We believe that RTRR's services will be beneficial in meeting DCR/DSC's transportation needs. As we have explained to the STB, RTRR is seeking Board authorization to operate as a railroad because rail operations, not merely operation of an intermodal facility, is an essential element of its business plan. RTRR's business model would merge the core competencies of Class I rail service and of truck service into an improved traffic flow process with velocity, flexibility, improved efficiency and simplicity for the customer. RTRR will manage the short haul portion of the operation, while serving as a coordinator and facilitator for the entire shipment, offering a single point of contact for shippers such as DCR/DSC and boutique services as needed. RTRR also intends to provide terminal services and to develop mutually advantageous relationships with all major North American railroads and attractive rate arrangements for shippers.

The selection of a site that would allow RTRR to provide rail services in conjunction with Class I railroads was a critical element in realizing the vision of expanded intermodal usage for the shippers focused on Detroit area freight. As you know, our site, and our easement allowing rail operations over the DCR/DSC property, are ideal for this purpose.

Mr. Michael Wilkinson  
25 April 2002  
Page 2

Finally, I hope that you understand that because RTRR's business plan contemplates its provision of rail transportation services in conjunction with Class I railroads, for freight moving in interstate commerce, RTRR believes that its planned activities are subject to STB jurisdiction. RTRR therefore must seek Board authorization or exemption to operate as a common carrier railroad and it is for that reason, and no other, that we are pursuing our efforts before the Board.

I trust that this clarifies RTRR's perspective for you. Should you have any questions, please do not hesitate to contact me.

Sincerely,

**Riverview Trenton Railroad Company**

  
Mickey Blasfield  
Director - Governmental Relations

Mr. Michael Wilkinson  
President and CEO  
DCR  
1491 West Jefferson Avenue  
Trenton, MI 48183

/bl

# Exhibit C

**MAP WILL BE SCANNED  
AT A LATER DATE**

# Exhibit D

Fink, Zausmer & Kaufman, P.C.

## MEMORANDUM

TO: Riverview Trenton Railroad Company

FROM: Mark J. Zausmer

DATE: August 30, 2002

RE: Issues to be Addressed Regarding Ongoing Settlement Discussions Pursuant to STB Order

The following is a list of concerns that would have to be resolved in order to reach any agreement regarding the petition for exemption as to the 76-acre parcel. The provision of this list should not be construed as support for Riverview Trenton Railroad Company's (RTRR) Petition for Exemption; rather, this is part of the "dual track" negotiations in which the 76-acre parcel and the "Edison parcel" are being discussed by the parties. Riverview, Trenton and the County still maintain that there are other viable options as well.

1. Limitations of RTRR's use of the power of eminent domain.
2. Limitations on hours of operation.
3. Monitoring of remediation and other environmental activities at the site (including pre-existing condition and future operational issues).
4. Limitations concerning the types of commodities that may utilize the facility for intermodal transfer or storage (particularly hazardous materials) or restrictions on specific commodities.
5. Limitations on the number and height of boxes to be stored at the facility.
6. Limitations on the number of trucks that may serve the facility daily.
7. Agreement concerning the routes trucks must take to and from the facility.
8. Fiscal implications of use of County and City infrastructure and appropriate compensation.
9. Limitations on the number of trains that may serve the facility daily.
10. Limitations or requirements concerning rail line construction within the facility and the connection to the facility.

11. Advance discussions of any activities involving waterways; limitations on certain potential activities involving waterways (e.g., off-loading of waste and/or hazardous materials).

12. Presentation of engineered, sealed drawings showing accurate locations of all roads, parking areas, landscaping, buildings (temporary and permanent) and all infrastructures proposed. These drawings will be subject to City review and approval prior to installation of any elements of the plan.

13. Agreement to provide fire and police departments with material lists for container contents placed on site.

14. Working in cooperation with communities with regard to zoning and police power issues.

15. Enforcement mechanism for any agreement reached on issues addressed herein. (Are these issues subject to jurisdiction of federal court, STB or local courts?)

16. Prompt submission of site plan to local municipalities which shall be subject to usual and customary local review and approval.

17. Review of appropriate title work to be provided by RTRR or its affiliates to confirm ownership issues regarding the 76 acres.

18. Assignability of rights or obligations. (Do these restrictions become a covenant that runs with the land?)

If we can resolve the above-referenced matters, we will still need to address other real estate development issues in the area, including assurances of public access to the waterfront.

To the extent that they are not covered by the preceding issues, we still expect answers to Mr. Henry's memorandum dated May 10, 2001.

We look forward to meeting with you on September 3, 2002, at 1:30 p.m.

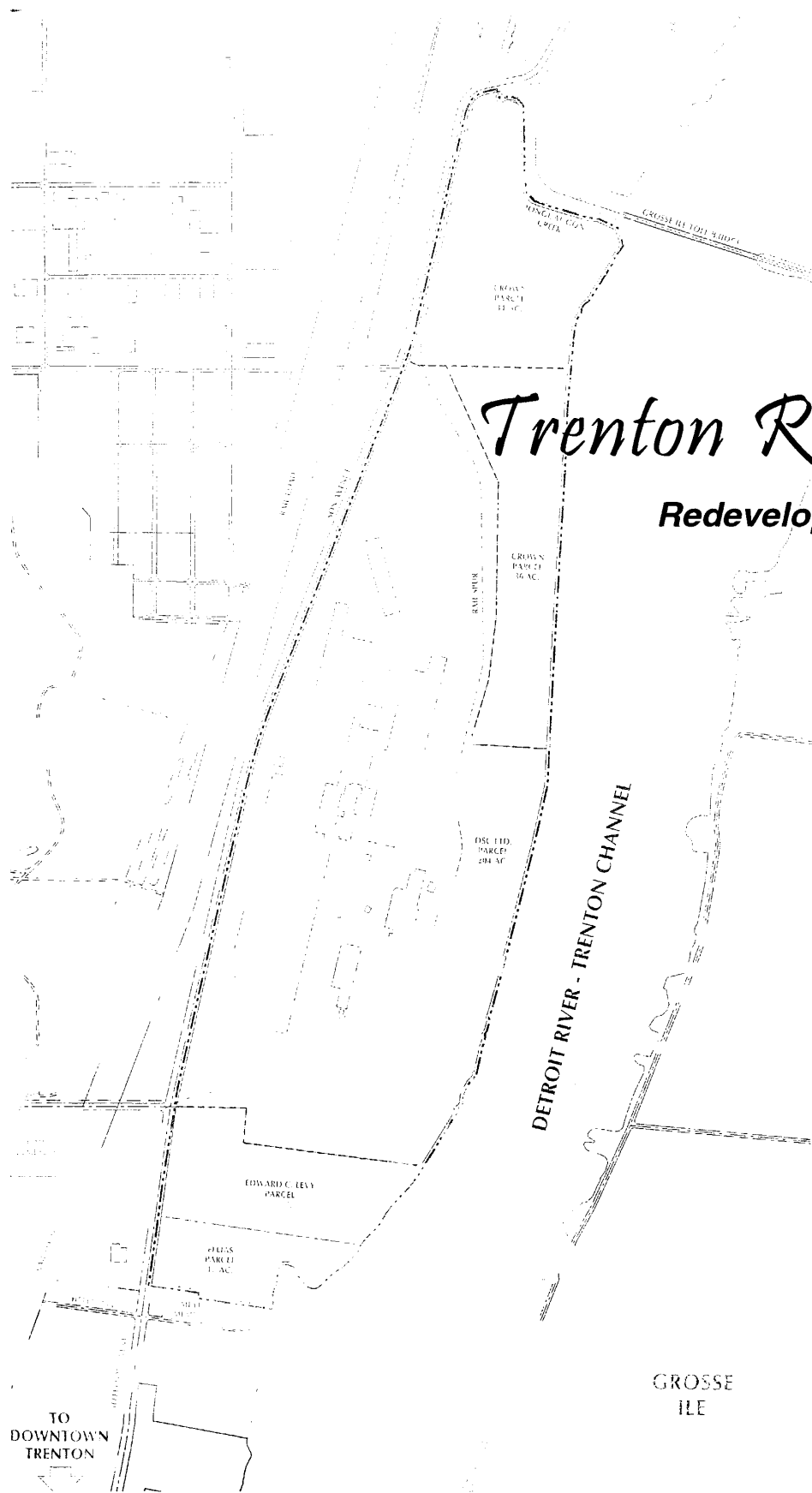
# Exhibit E

9/2/02

**RTRR's DTE SITE ISSUES**

- (1) It is unknown whether the DTE Site is available now and, if so, at what price and on what terms and conditions.
- (2) The DTE Site is not large enough to permit assembly of trains.
- (3) The DTE Site lacks an existing rail infrastructure.
- (4) The DTE Site lacks rail connections to the Class I railroad trunk lines. GTW, which has opposed RTRR's petition for exemption, is unlikely to agree to construct a connection between the DTE Site and its line. It is unknown whether Conrail (CSX and NS) would construct a new connection to the Conrail trunk line.
- (5) The DTE Site lacks direct water access, complicating and increasing the expense of any future transportation of water-borne freight.
- (6) The results of the requisite STB environmental analysis for the DTE Site are unpredictable. Further, the environmental condition of the DTE Site is unknown.
- (7) Any relocation of RTRR's rail operations to the DTE Site would require RTRR to start anew at the STB, entailing significant delays.
- (8) The DTE Site lacks acceptable ingress and egress from both King Road and Sibley Road.
- (9) The DTE Site is encumbered by major utility lines - rights of way/easements that, unless relocated, necessarily restrict use of the site.

# Exhibit F



# Trenton Riverfront

## Redevelopment Proposal

Discussion Draft

July 2002

Smith JJR Team

110 Miller Avenue  
Ann Arbor, Michigan 48104  
734.662.4457

Contact: [Barry.Murray@smithgroup.com](mailto:Barry.Murray@smithgroup.com)



## CITY of TRENTON

2800 Third Street  
Trenton, Michigan 48183

Gerald R. Brown, Mayor  
William D. LeFevre,  
Mayor Pro-Tem  
Councilpersons:  
Larry R. McKinnon  
M. Janet Mans  
Terrence P. Teifer  
Timber R. Baun-Crooks  
Timothy R. Taylor

July 24, 2002

Public and Private Partners  
Trenton Riverfront  
Redevelopment Proposal  
Trenton, Michigan

Subject: The Redevelopment Proposal and Implementation Strategy

Dear Potential Partners:

The City of Trenton, through its Brownfield Redevelopment Authority, has developed this Riverfront Redevelopment Proposal for your consideration. We have prepared this vision because it is a critical moment in time for our city and our largest redevelopment opportunity. Industries are evolving, Downriver communities are looking to the future, and the people of Trenton want new jobs and quality of life amenities.

We are enlisting your help to make the vision a reality. No challenge of this magnitude can be undertaken by one community or one property owner. This is a multi-faceted project and each of you are important to our collective success. All of us will need to pull together to build the kind of future this vision portrays.

I encourage you to review this proposal in detail. It outlines the issues, the vision and the strategy for reclaiming our Detroit River frontage while supporting our local industries and investors. The plan is realistic and can be implemented.

I look forward to working with each of you to make this project work!

Sincerely,

A handwritten signature in dark ink, appearing to read "Gerald R. Brown".

Gerald R. Brown  
Mayor

Telephone: (734) 675-6500 • Fax: (734) 675-4088 • E-mail: [gbrown@trenton-mi.com](mailto:gbrown@trenton-mi.com)

### *In this Proposal...*

|                  |         |
|------------------|---------|
| Background.....  | Page 1  |
| Issues.....      | Page 2  |
| Opportunity..... | Page 6  |
| Vision.....      | Page 10 |
| Strategy.....    | Page 18 |

## *Introduction*

This project was commissioned by the City of Trenton to formulate a redevelopment plan and strategy for the Detroit Steel Company, Limited (DSC) mill site and adjacent properties along the Detroit River. It is an underutilized prime location (formerly McLouth Steel) totaling some 320 acres of land. The study area has over a mile of River frontage in Trenton, Michigan. Four property owners have been involved in this process to varying degrees, examining the possibilities for the evolution of its use and role in the community. As this project began, the City and the property owners stood at a crossroads of competing values wondering...

***Should we reinforce our industrial heritage of the 20<sup>th</sup> Century, or can we reclaim the riverfront for an improved quality of life? Are both options possible?***

Industry and the Detroit River have been an important part of Trenton's economic base for over 100 years. An industrial revolution dominated by automobiles, steel and chemicals drove Greater Detroit's economy to become *Motown* and the *Arsenal of Democracy*. However, the face of industry is changing. Forty years ago, McLouth Steel was a state-of-the-art mill employing over 5,000 people. Today the plant employs about 2% of that total. The global economy and technology are reshaping the industrial base and the resulting physical form of communities. This project asks:

***How does change impact the opportunities, vision and strategy for the future positioning of these properties and the community?***

America is moving from its manufacturing dominance to an economy driven by ideas, design, technology and service. Other countries and other people manufacture some of the products we once produced. While Greater Detroit's economic and technology base modernizes with the times, Detroit proper and its neighboring Downriver communities have paid the greatest price in lost jobs, abandoned or underutilized sites, and the loss of the younger generation moving elsewhere to improve their lives. Trenton acknowledges these challenges and faces them with a determination to succeed!

## *Goals*

Recognizing the industrial legacy of the past and the fact that manufacturing based communities cannot evolve overnight, Trenton has set a balanced course by developing goals aimed at riverfront redevelopment that include:

- ***Supporting upgrades and modernization of viable Trenton industries.***
- ***Transitioning obsolete industrial properties into mixed-use development.***
- ***Replacing lost industrial jobs with new, higher technology and service jobs.***
- ***Rebuilding tax base to provide sustainable infrastructure and services.***
- ***Developing riverfront access and amenities for housing and recreational uses.***
- ***Improving the quality of life to retain families and young people.***

The study area for this project is the largest grouping of redevelopment sites in Trenton. It has also been suggested that the area should be enlarged to nearly a square mile of redevelopment by adding the adjacent 300-acre DTE Energy Sibley Quarry to the mix as part of the long-term vision. This would provide opportunities to meet the immediate needs of Trenton's industries, and begin to implement a more sustainable site development framework for the future. This proposal describes how a vision has been created for forming a strategic partnership that can benefit both the owners and the community in the use of this pivotal group of sites.

***One of the most difficult aspects of redeveloping properties in older American urban communities is the hurdles past conditions have created.***

This site is no exception. When riverfront property was synonymous with commerce little attention was paid to environmental quality, public access and aesthetic appeal. Industrial expansion was about building a nation, encouraging growth and providing a standard of life unequalled around the world. The legacy left includes environmental contamination (brownfields), underutilized and deteriorating infrastructure and uncompetitive conditions compared to undeveloped suburban greenfield locations.

However, resources like the Detroit River have proven more valuable than all of the man made obstacles created in the past. People want public access to major natural resources, and communities across the country are reclaiming their riverfronts for housing, recreation, entertainment and mixed-use developments. This transition will take time, but the will of governments partnered with progressive property owners has made it happen again and again.

Several issues have surfaced that must be addressed as Trenton, the property owners and the larger community contemplate the future of the study area. This section discusses the issues to identify how they must be addressed as part of the redevelopment process.

- ***Land Use Patterns***
- ***Redevelopment Initiatives***
- ***The Steel Industry***
- ***Environmental Conditions***
- ***Transportation Linkages***

## ***Land Use Patterns***

**Figure 1** illustrates the context in which this project study area is located. It is easy to see that this section of the Detroit River is in transition and that the subject parcels are critical to setting the stage for land use patterns in the 21<sup>st</sup> Century. Historically, Trenton, Riverview and Wyandotte had industrial waterfronts, a major rail corridor flanked by industry and large residential concentrations spreading inland. Trenton and Wyandotte had waterfront commercial downtown districts. Interestingly, amidst all of the riverfront industry, Grosse Ile, the island across the Trenton Channel developed as a beautiful and affluent residential community.

As industry changed, so too have land use patterns. After Interstate 75 was added, the increased value of truck transportation caused modern industrial developments to congregate along the highway edges and the area was *transformed*. Ten years ago, BASF (formerly Wyandotte Chemical) closed and demolished its obsolete South Works adjacent to downtown Wyandotte. This property was reclaimed through a partnership between the State, City and BASF to become a park and a 9-hole golf course. Inland of the site, beautiful new housing has been built and the area was *transformed*.

Should proposals to expand the Wyandotte Shores golf course into Riverview succeed, there would be only two remaining industrial sites plus the study area remaining to evolve. This provides the opportunity to link Downriver's two finest downtown districts with recreation, housing and mixed-use sites. Over five miles of Detroit River frontage would be *transformed*.

The other possible future reuses the underutilized or vacant waterfront sites for industrial purposes. This would reinforce the pattern set in the last century and preclude the above land use scenario for some time to come. The possibility also exists to think of a hybrid condition, where viable and sustainable modern industry and technology uses occur as part of the mixed-use scenario. This option has definite possibilities for the project study area.

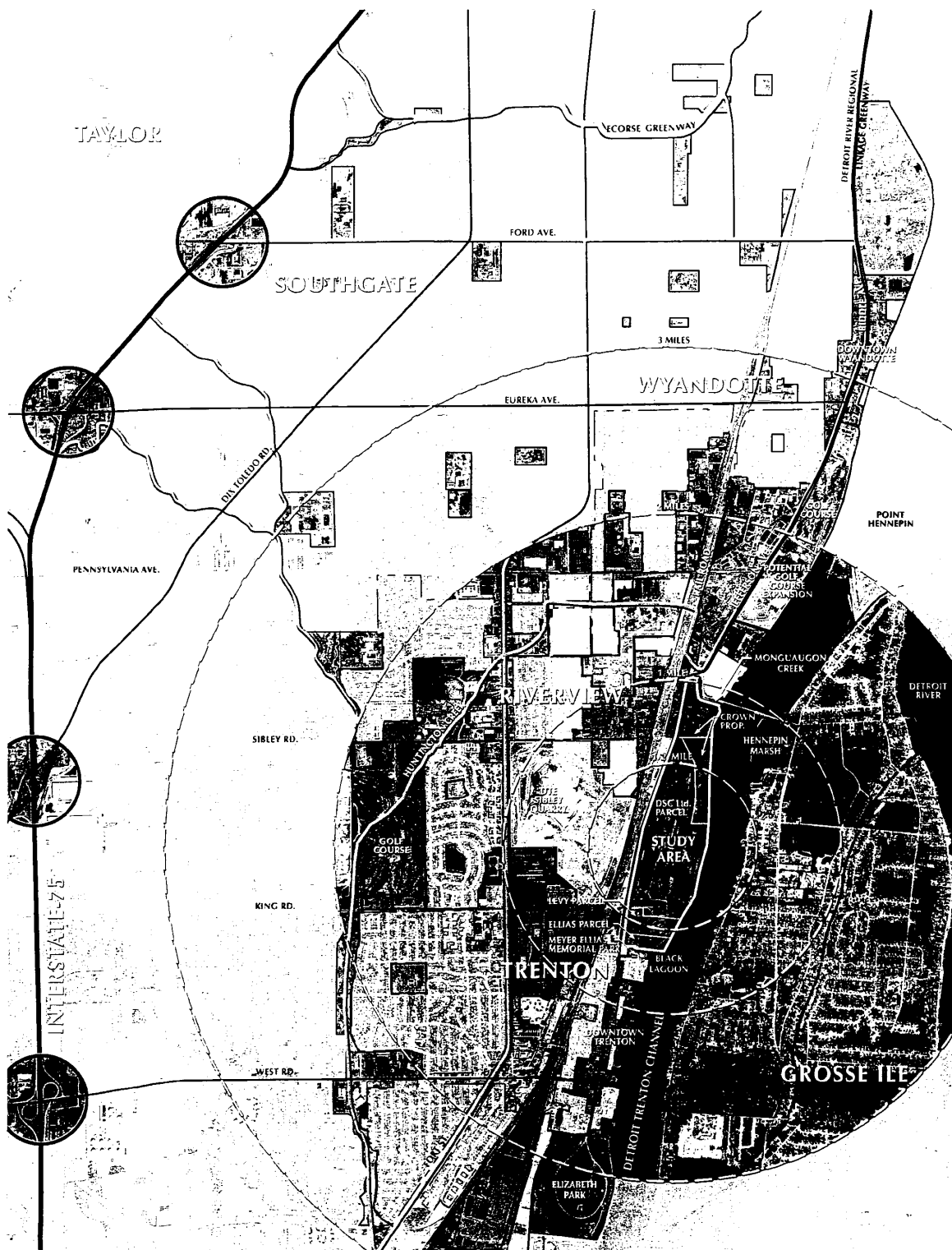


Figure 1: Land Use Context

## Redevelopment Initiatives

Another important issue in support of the idea of transforming Downriver's waterfront and the study area is the several initiatives gaining momentum for improved quality of life:

- **Detroit American Heritage River Initiative**
- **Rouge River Gateway Partnership**
- **Downriver Linked Greenways Initiative**
- **Detroit River International Wildlife Refuge**

### Detroit American Heritage River Initiative

Presidential designation of the Detroit River in 1998 as an American Heritage River has provided substantial recognition and focus on the river corridor by Federal Agencies. Subsequently, the river was also designated as a Canadian Heritage River, making it the only jointly designated watercourse in North America. These initiatives are working hard to promote access, environmental quality, economic development and wildlife conservation for this powerful and majestic Great Lakes strait.

### Rouge River Gateway Partnership

The Rouge River has been targeted since 1992 as a national demonstration project to develop innovative water quality and watershed management techniques. The goal is to clean up one of America's most polluted industrial rivers and make it an integral part of Greater Detroit's waterfront recreational experience.

### Downriver Linked Greenways Initiative

This program was conceived by the Downriver communities in 2000 recognizing the need to link non-motorized transportation, streams, rivers, drains and open space into a linked quality of life amenity. Downriver Linked Greenways Initiative is successful on several levels in building community cooperation and improving the desirability of the Downriver district for families and visitors.

### Detroit River International Wildlife Refuge

The lower half of the Detroit River from the Rouge to Lake Erie was designated in 2002 as the first International Wildlife Refuge of its kind. This designation re-emphasizes the multi-jurisdictional and multi-national coalition of agencies and organizations that are committed to the conservation of the Detroit River and its precious resource base.

## The Steel Industry

Detroit Steel Company Limited (DSC, Ltd.), like most of the American steel companies, is facing an uncertain future. DSC purchased the McLouth site in 1995 and has been investing in this property and another in Gibraltar ever since. This business is indicative of the globalization phenomenon, where inexpensive labor, technology and transportation have transformed the industry. Scores of American steel makers have either declared bankruptcy or are on the verge. Within a few miles of DSC, Rouge Steel and National Steel are also struggling to survive. In the Spring of 2002 President Bush attempted to provide some relief for the U.S. steel industry through tariffs aimed at making American producers more competitive. Unfortunately, with the complexity of the industry and the provisions of the tariffs, it has only caused the steel makers to appeal to the government for modifications to the order that will help their individual cases. DSC is awaiting response to their appeal to better understand their options, prior to making important decisions about additional investment at the Trenton site.

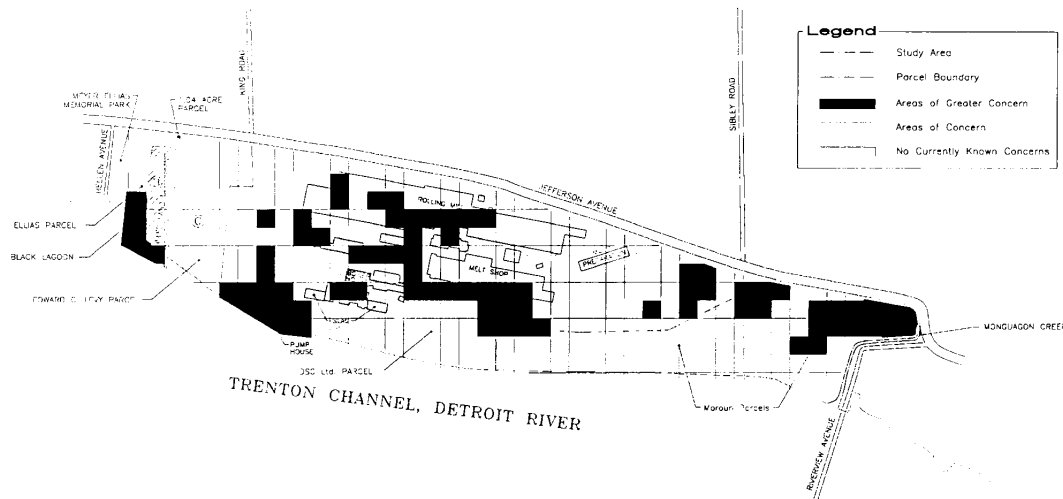
The contemplated investment in reactivating the hot rolling mill could add some 450 jobs to the site and provide substantial new life and profitability to the operation. Since DSC would primarily be hot rolling and cold rolling already manufactured steel in Trenton and Gibraltar, these would be the "clean" processing parts of the steel making operation. With additional activity DSC could more actively pursue its environmental clean-up responsibilities and provide much needed cosmetic improvements to the appearance of the property.

## Environmental Conditions

The study area has several levels of environmental concern that were compiled during this process. The various parcels have been examined over years of investigation and there is a consent order in place for ongoing remediation activities between DSC and the Michigan Department of Environmental Quality. The main DSC/Crown property is designated as a federal Resource Conservation and Recovery Act (RCRA) site. South of the rail trestle qualifies for State grant, loan and credit programs relating to Brownfield

redevelopment, though no action has been taken to date to access these programs. In addition to the upland sites, the Black Lagoon at the south end of the study area is also contaminated. The Michigan Department of Environmental Quality, the United States Environmental Protection Agency and the U.S. Army Corps of Engineers are working to implement a Remedial Action Plan (RAP) for the lagoon. The City of Trenton may decide to use funds from Brownfield Redevelopment Authority Tax Increment Financing (TIF) to assist any of the property owners at its discretion.

**Figure 2** is a simplified graphic showing the overall site and the areas of environmental concern. Environmental issues are important physical and psychological challenges to the redevelopment of brownfield sites. This project will require solid and ongoing partnerships and innovative thinking between property owners, the communities and state/federal agencies to implement the redevelopment vision for this site.



**Figure 2: Areas of Environmental Concern**

## *Transportation Linkages*

On the north end of the study area Crown Enterprises, Inc. (Crown) purchased approximately 75 acres from DSC in 2000 (split about 50/50 in Trenton and Riverview), for the purpose of establishing an intermodal transportation terminal, linking truck, rail and potentially waterborne freight. Crown has also been pursuing the designation of railroad status (Riverview/Trenton RR) from the Federal Surface Transportation Board, which would exempt it from local land use regulations.

Wayne County has been active with the communities in this issue, opposing the reuse of the riverfront property for a truck and rail terminal, and is currently engaged with Crown in a court dispute over the property. Local residents have come out in large numbers to oppose the proposal, contributing to the Surface Transportation Board responding by asking all parties to try and work it out through good faith negotiations over a 90 day period which will run to mid-September 2002.

The Crown endeavor represents a competing value to reclaiming the waterfront for two reasons. First, Crown has not been at this location previously, so its arrival on the waterfront reinforces the 20<sup>th</sup> Century industrial model; and, second, an intermodal facility brings few jobs, little technology and lots of diesel trucks, trains and congestion to the community. Resolving this issue in an acceptable fashion to the property owner, Wayne County and the Trenton and Riverview communities is one of the most important challenges to successfully completing this redevelopment process.

**Two critical elements contribute to the opportunities for this redevelopment process:**

- **Market Conditions and Potential**
- **Physical Development Framework**

## ***Market Conditions and Potential***

Market conditions were analyzed to better understand the demand for various uses in the project vicinity. It should be noted that the following information paints a picture based on data and forecasts that generally assume the downriver area will continue to have a similar makeup and role in the region as it has had for many years. As the project vision is being formulated, it is important to also consider some of the repositioned market opportunities not discussed here, like the addition of more research and development technology-based firms and jobs that would provide more demand in other markets like office, retail and hospitality.

Information utilized in this review and analysis has been obtained from a variety of sources. Among sources were the U.S. Census, numerous real estate industry reports, SEMCOG's Regional Development Forecast for Southeast Michigan and their 2002 Residential Construction Report, and interviews with public officials and representatives of the study area's property owners.

Demographic data were examined for three distinct areas, Trenton, Wayne County and the tri-county Wayne, Washtenaw and Monroe sub-region for comparison purposes. After a careful review of existing trends it is anticipated that 80% of the potential trade will come from approximately a ten-mile radius of the study area. Detroit Wayne County Metropolitan Airport is an important market driver on the fringe of that radius.

### ***Range Of Use Alternatives***

In an effort to understand market drivers from a variety of likely mix of uses, six primary categories of land uses have been profiled. The gap was calculated between the regional supply (competition) against the anticipated demand for that particular use within the development area (see **Figure 3**). A profile of the existing trend impacting these industries in the Southeast Michigan Metropolitan Statistical Area (MSA) is insightful when establishing the likelihood of capturing sufficient market share to achieve a sustainable and financially feasible land reuse.

**Industrial/Technology** – The market includes approximately 558 million square feet of traditional industrial space, currently has 39 million square feet vacant (or 7%) and the average rental rate is approximately \$5.00 per square foot. The downriver sub-area represents approximately 10% of the market (54 million square feet) and has a vacancy factor reaching 10%. This market sector is considered by industry experts as slow growth in the foreseeable future. Industry trends suggest that additional industrial development will in all likelihood occur along major transportation routes and in areas where substantial tax incentives can be provided. In light of the deepwater port, access to rail and I-75 and the existing industrial infrastructure, this site could continue to accommodate industrial uses including steel and metal related industries. The market and site could support an additional 50 to 75 acres of new industrial/technology uses.

**Commercial Office** – Southeast Michigan has an inventory of approximately 167 million square feet of office space. The current vacancy factor for Class "A" space exceeds 16% with rents at \$21.00 per square foot. The downriver sub-market represents less than 3% (approximately 4 million square feet). In southeast Michigan, a substantial amount of sub-let space

(resulting from downsizing) has added an additional 2.4 million square feet of space to an already soft environment. This has resulted in negative net absorptions, depressed rental rates and a virtual elimination of speculative development. The downriver market has been more stable than the market overall. This location is convenient for professional offices and the demand for industrial uses suggests that the site could support 8 to 10 acres of commercial office uses.

**Hospitality** – The hospitality market is perhaps the most depressed sector. In total there are approximately 34,400 hotel rooms in the southeastern Michigan market and current occupancy trends are at a ten-year low. Occupancy rates were approximately 59% in 2001 and the revenue per room rate was approximately \$80. This sector is typically stimulated through corporate travel, convention activity and visitor spending. Future growth is likely when the overall global economy improves, however, public policy and regional market drivers will result in new hospitality offerings springing up in downtown Detroit (to support convention activities and entertainment venues) and near the airport and corporate job centers. A narrow opportunity exists for B & B type operations supported by waterfront recreational activities, including boating, hunting and nature experiences.

**Retail** – Southeast Michigan's retail space totals approximately 162 million square feet, lease rates average \$13 per square foot with an annual retail expenditures of approximately \$80 billion. The downriver sub-market is approximately 15.4 million square feet; lease rates are slightly less at \$11 per square foot with expenditures of \$7.2 billion. The average retail building in this sub-market is 35,000 square feet and the sub-market has 436 buildings. Projections suggest, however, an aging community with negative population and household growth, and therefore limited additional retail opportunities with the exception of niche retailers. With the introduction of new industrial and commercial uses and a concentration of housing and waterfront development 20,000 to 40,000 square feet of new retail could be supported at this location.

**Residential** – The single-family sales and multi-family markets have proven to be the strongest real estate markets in the downriver sub-market. In 2001, Southeast Michigan's multi-family construction was up 25% and 5,387 new units were in the pipeline. Single-family residential permits, although down from 2000, totaled 14,335. The multi-family sub-market has approximately 18,500 units, occupancy rates exceed 95% and typical rents are just under \$600 per unit. Trenton experienced very modest growth in 2001 with only 75 new units authorized (2 single-family, 4 duplex units and 69 multi-family). Recently demand has

outstripped supply and 2002 has been a record year for resale activity with total home sales up 17% and the average sale price up 22% to \$133,900. The average sale in Trenton at the end of the first quarter was \$155,700. This area will support a variety of new market-rate residential units from multi-family rentals (350 to 500 units) to waterfront townhouse condominiums (100 to 150 units.)

**Recreational/Marina** – The Southeastern Michigan region is comprised of seven counties, 233 communities, 1,442 sub-community areas and only 34 miles of riverfront. Therefore, from a real estate supply/demand perspective, Trenton's most treasured resource is its riverfront. Michigan has the largest number of boat registrations in the country and has approximately 60,000 wet slips in public, commercial and private marinas. The opportunity to leverage the riverfront for recreational and marina use can stimulate other real estate activities, particularly the residential and neighborhood and visitor-based retail. Additionally, the opportunity to create connecting greenways along the river's edge can link the downriver communities, reinforce the cycle of reinvestment and improved land values, and therefore contribute to favorable economics for brownfield redevelopment. There continues to be a strong market demand for marina slips in the lower Detroit River, as well as for recreational uses. This site could support 60 to 80 marina slips and related services and entertainment venues.

| Land Use                            | Southeast Michigan  | Vacancy    | Downriver Market | Recommended Market Capture Potential |
|-------------------------------------|---------------------|------------|------------------|--------------------------------------|
| <b>Industrial/Technology Space</b>  | 558,000,000 sq. ft. | 39,000,000 | 54 million       | 50 to 75 acres                       |
| <b>Commercial Office Space</b>      | 167,000,000 sq. ft. | 25,000,000 | 4 million        | 8 to 10 acres                        |
| <b>Hospitality Space</b>            | 34,400 rooms        | 41.00%     | 2,850 rooms      | 20 to 30 new niche units             |
| <b>Retail Space</b>                 | 162,000,000 sq. ft. | 8,000,000  | 15 million       | 20,000 to 40,000 sq. ft.             |
| <b>Residential Units - 2001 New</b> |                     |            |                  |                                      |
| <b>Single-family</b>                | 14,335 units        | 1.00%      | 2 units          | 100 to 150 new units                 |
| <b>Multi-family</b>                 | 5,387 units         | 3.20%      | 73 units         | 250 to 500 new units                 |
| <b>Recreational/Marina</b>          |                     |            |                  | 60-80 slips/30 acres                 |

**Figure 3: Market Supply/Demand Gap Analysis**

### **Potential**

A strategy that transitions the redevelopment site to recreational, greenway, residential and neighborhood/marina focused retail responds to market conditions and regional growth patterns. In the short term the southern end of the area is vacant and underutilized and could support residential and neighborhood based retail/mixed-use development. The housing types include clusters of units and the likely purchasers will be young couples or empty nesters seeking active, low maintenance life styles. The mixed commercial should front on Jefferson and benefit from these new rooftops as well as the West Jefferson traffic. It should complement downtown Trenton. The long-range strategy should attempt to capture the entire waterfront while seeking creative ways to provide industrial and technology users with water access, merging the transportation and industrial uses with existing rail lines.

## Physical Development Framework

The other part of the opportunity to redevelop the Trenton Riverfront is the application of sound physical development principles with the site's assets to create a Development Framework that can guide the process. **Figure 4** is the illustration of the Framework Principles as noted below:

- 1 **Realign North end of Jefferson Avenue as the main access road.**
- 2 **Construction of a riverside drive connecting Sibley and King Roads.**
- 3 **Riverfront greenway linkages to sites both North and South.**
- 4 **Environmental corridors linking study area sites and inland to the Quarry.**
- 5 **Retention of the deepwater port as a site asset.**
- 6 **Retention of the Water Treatment facility as a site asset.**
- 7 **Creation of redevelopment zones for mixed-use phasing.**

**Realign Jefferson** – Jefferson Avenue has a sharp turn at the north end of the site to allow for the railroad track crossing. That rail line can be removed as part of the redevelopment proposal and Jefferson can be realigned as a continuous thoroughfare.

**Riverside Drive** – A scenic and functional riverside drive should be built as part of the redevelopment project to connect the site to Sibley and King Streets. This will provide excellent access to the mixed-use parts of the site, and to the Detroit Riverfront.

**Riverfront Greenway** – One of the most important regional greenway linkages in the Greater Detroit region is the Jefferson Avenue riverside linkage. This redevelopment proposal provides the opportunity to connect over 6,000 linear feet of river frontage on the site with Riverview and Wyandotte to the North and Downtown Trenton to the South.

**Environmental Corridors** – Environmental corridors are the natural systems complement to built development sites that meld multiple functions into green linkages. They offer storm water management channels, open space landscaped areas, naturalized buffers, non-motorized transportation routes and the psychological benefit of aesthetic appeal to daily users of the site. These connections run within study area sites and between them to connect all parts of the project to the Detroit River.

**Deepwater Port** – The port at the DSC site has great value to both DSC and Crown Enterprises, who wish to receive shipments via the Detroit River. It is one of the few remaining port facilities of its kind on this section of the river and is considered an asset by the property owners.

**Water Treatment Facility** – The DSC water treatment facility is also considered an asset to the ongoing steel operations at the site, and could be used by other tenants on the property in need of its capabilities. It is illustrated on the riverfront at the end of King Road extended.

**Redevelopment Zones** – The Framework of Systems creates a series of redevelopment zones that will help to determine the phasing and mixed-use evolution of the site. In the earlier phases, the sites outside of the riverside drive connecting Sibley to King would be targeted for housing, office, retail and parkland uses. Sites inside the riverside drive and across the rail corridor would be retained as industrial and technology uses. Later, depending on the long-term use of the core sites by DSC, Crown and DTE, other properties could be included in the housing and mixed-use-scenario. In particular, the northern, western and adjacent property to the south of the quarry could be reclaimed into a series of waterfront housing areas surrounding lakes occupying the quarry basins. The development zones establish the kind of flexibility required to accommodate the uses of today and the possibilities of tomorrow.

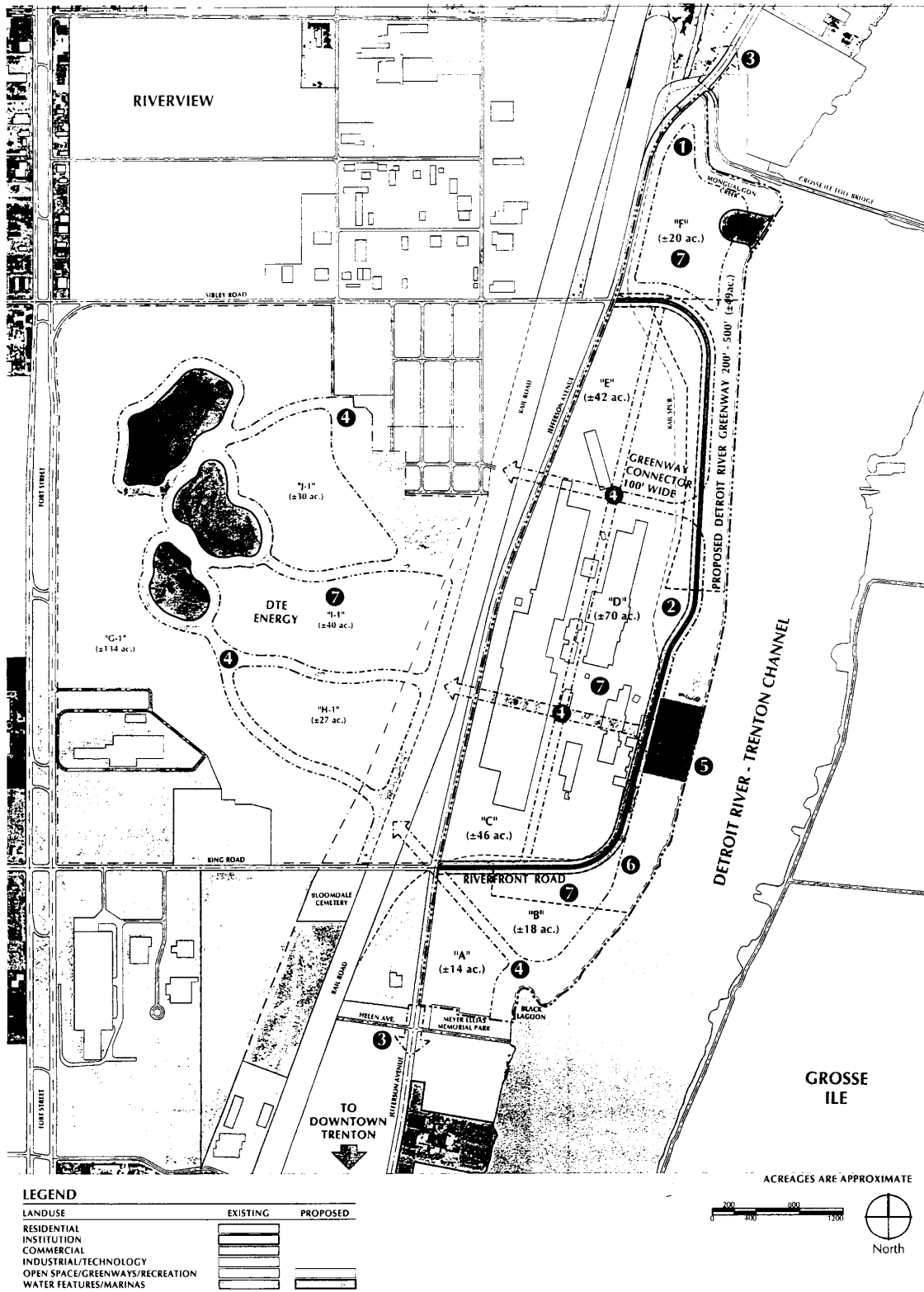


Figure 4: Development Framework

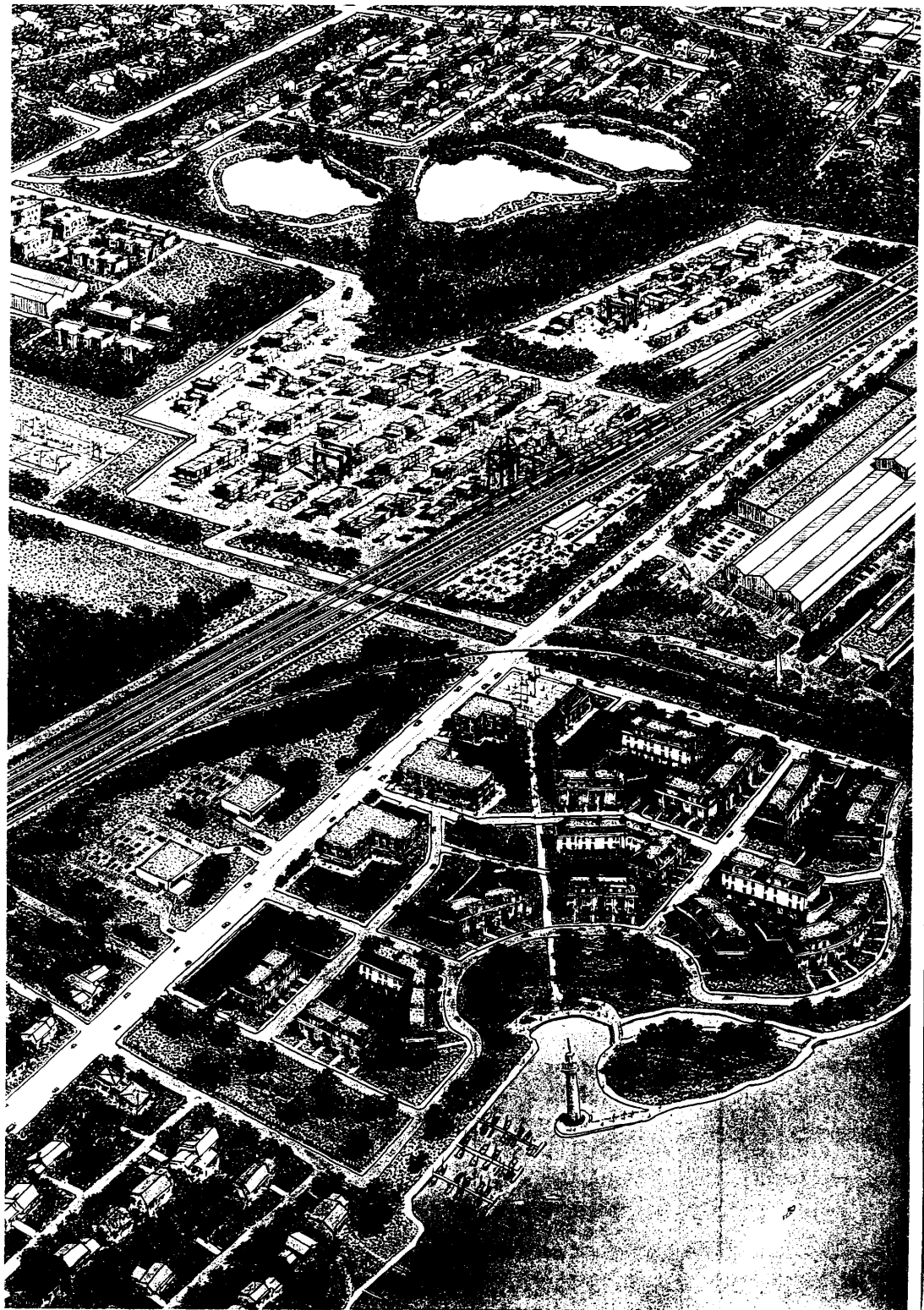


Figure 5: Trenton Riverfront Redevelopment Vision



## Vision Overview

The convergence of the primary issues, the opportunities facing the property owners/communities and the timing of economic conditions suggests the need for a vision that accommodates the property owners short-term needs and sets up the future development potential for the mixed-use riverfront redevelopment scenario. The center pages of this summary (**Figure 5**) provide an illustrative view of the study area that has accomplished both. It gives the owners the necessary flexibility to pursue their businesses in a viable and sustainable manner, while providing the community with amenities and a phased approach to the mixed-use waterfront plan.

Some will say –

***“How can this vision be achieved, who would ever want to live next to a steel mill?”***

To that question we must pose another, which is –

***“Can we stretch our thinking to look at these properties not as a steel mill, but as a sustainable, eco-effective community?”***

This brings us to a critical juncture in developing the proposal for the redevelopment of the Trenton Riverfront; thinking about the concept of environmental sustainability.

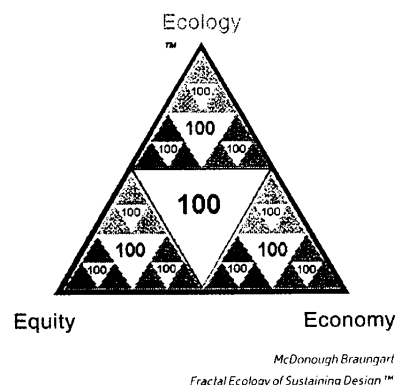
## Environmental Sustainability

William McDonough is an internationally recognized expert in the field of environmental sustainability. He was invited to be part of this process because of his innovative work with many corporations, but in particular a local icon, the Ford Motor Company. He has worked closely with Ford in its planning for the \$2 Billion reinvention of the Rouge complex, one of the largest vertically integrated factory complexes in the world. It was the **“Factory of the Future”** in the 1920's, and it is going through a complete makeover reprising that role for its 100th anniversary.

Bill McDonough provided two cornerstones to this process that can help to make the Trenton Riverfront Redevelopment process a reality. The first are his nine **Hanover Principles - Design for Sustainability** developed in 1992 for the 2000 World's Fair in Hanover, Germany:

1. ***Insist on rights of humanity and nature to co-exist.***
2. ***Recognize interdependence.***
3. ***Respect relationships between spirit and matter.***
4. ***Accept responsibility for the consequences of design decisions.***
5. ***Create safe objects of long-term value.***
6. ***Eliminate the concept of waste.***
7. ***Rely on natural energy flows.***
8. ***Understand the limitations of design.***
9. ***Seek constant improvement by the sharing of knowledge.***

The second is the McDonough Braungart Design Protocol (MBDP), which is represented graphically in **Figure 6**. **Ecology, Economy and Social Equity** form the three legs of the triangle working toward 100% sustainability. The premise of this protocol is that companies can **do well by doing good** and it has breathed life into a new corporately responsible industrial revolution. (Note: Exerpts taken from “green@work” magazine, May/June 2000 issue.)



**Figure 6: MB Design Protocol**

The application of this protocol to corporate environments has required using the three interdependent components to assess existing products and approach redesign. It helps a company to think about the product's potential impact in each category and identifies areas for improvement (**Economy**). It also requires reviewing products and manufacturing processes from the *molecule to the region* to determine the role in the regional ecological impact ( ). Further, the process examines the impact of a product's manufacture and lifecycle on people and communities (**Equity**).

Applying this protocol to the Trenton Riverfront suggests using the interdependent elements to redevelop the riverfront in a rational and sustainable manner. The goal is to make otherwise incompatible land uses linked, connected and acceptable in direct proximity to one other.

***Trenton's "product" is the riverfront redevelopment project and it is an underutilized resource!***

As it is examined from the perspectives of the three interdependent components, the following may be observed:

**Economy**

Much of the American steel industry is not producing steel economically or efficiently and is in the process of re-inventing itself. In the case of DSC, it is very likely that unfinished steel products will be imported to this site and processed into finished products at a rehabilitated and much smaller, cleaner mill. Inputs and outputs from these processes should all be examined for redesign and improvement. Furthermore, the opportunities for related processes using waste from one industry to fuel another should be integrated with new industrial and technology development on the site.

There is also a possibility that steel making will not be part of the future of the site at all, which is a contingency that must at least be considered.

**Environment**

The Detroit River has taken on a new role in Greater Detroit's 21<sup>st</sup> Century future. No longer is it an industrial highway; it has become a natural resource amenity. The project redevelopment site has over a mile of Detroit River frontage. While its deepwater port remains an asset for some waterborne commerce, the remainder of the riverfront is in transition to public access, habitat improvement and wildlife conservation in a continuously improving water quality environment. Uses along the River's edge must reinforce its new role to assure communities along this watercourse are not left behind. An example of what not to do in this case would be to establish an intermodal truck and rail facility on the Detroit River.

**Equity**

Perhaps the most important consideration is the social equity associated with redeveloping Trenton's riverfront. The people of Trenton have been used to a manufacturing-based economy for many years. This project provides an opportunity to see that economy evolve to higher technology and modern industrial jobs. Those jobs can be housed in environmentally intelligent buildings using nature light, air, and plants as the basis for all design. The vision suggests that the river frontage itself uses soft engineering techniques to bring people, wildlife and habitat together, while the working waterfront continues to meet the needs of industry. This approach provides the opportunity to design a redevelopment plan that employs environmental sustainability into every aspect of the vision, allowing otherwise incompatible land uses to co-exist harmoniously as interconnected elements of a waterfront based community.

## The Proposal

The proposal is to create a project that can be phased over time to meet Trenton's goals. It accounts for the immediate needs of the property owners and initiates other partnerships to take actions that advance the long-term vision.

Figures 7 and 8 are additional details of the Vision illustrated in Figure 5. They help the reader to envision some of the possibilities for this project area. **Figure 7** provides an enlargement of the dockominium community and transitional housing at the north end of the site. **Figure 8** shows the co-existence of the riverfront park/greenway and the deepwater port. In this case, the activity of the port becomes an attraction (at a safe distance) for park and greenway users.

**The proposal highlights are broken into two sections:**

### Steel Mill and Industrial/Technology Features:

1. The main buildings of the steel mill are retained and refaced to provide a modernized, clean steel processing operation reflective of the plans for the facility.
2. To the east of the mill, the older buildings have been demolished and replaced by new industrial and technology uses in environmentally advanced (green roof/clerestory) structures.
3. Jefferson Avenue is retained for access to the plant and the new Industrial/Technology Park.
4. The Crown intermodal facility is relocated from the north end of the site to a larger piece of land on the DTE quarry site inland of the Railroad ROW.
5. The deepwater port is retained for use by the industrial park and the intermodal facility via roadways dedicated to these uses.
6. The industrial water treatment facility is retained in support of the plant and other uses that may need the capabilities of this asset.

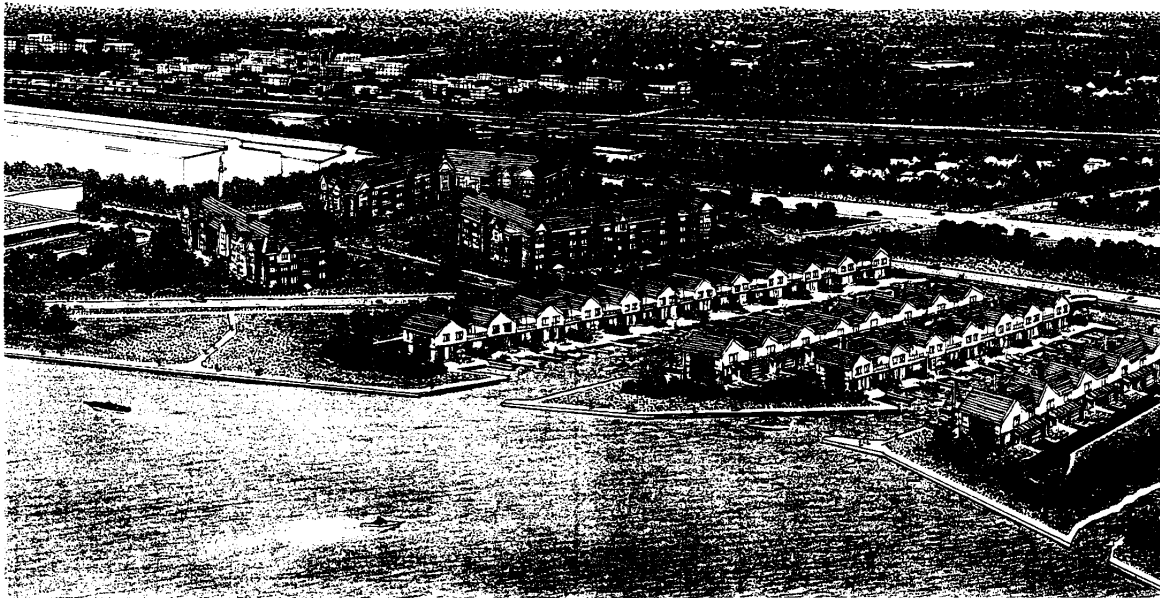
### Mixed-Use and Community Features:

1. A riverside drive connects Sibley Road to King road outside the industrial/technology zone.
2. A riverside greenway and park provides public access to the waterfront, separated from the shipping activity of the port.
3. A new riverfront marina (dockominium) project can be developed on the north end of the site, oriented to the river with direct boating access.
4. Higher density housing/mixed-use development can be located between the dockominiums and the Industrial/Technology Park as a transitional use.
5. On the south end of the site (south of the rail trestle) new housing and commercial (office/retail) uses can be developed.
6. The Black Lagoon can be cleaned up and reclaimed for marina and waterfront access use.
7. The remainder of the DTE quarry and adjacent sites would be reclaimed as inland lakes bordered by new development and open space/park/ environmental interpretation areas.

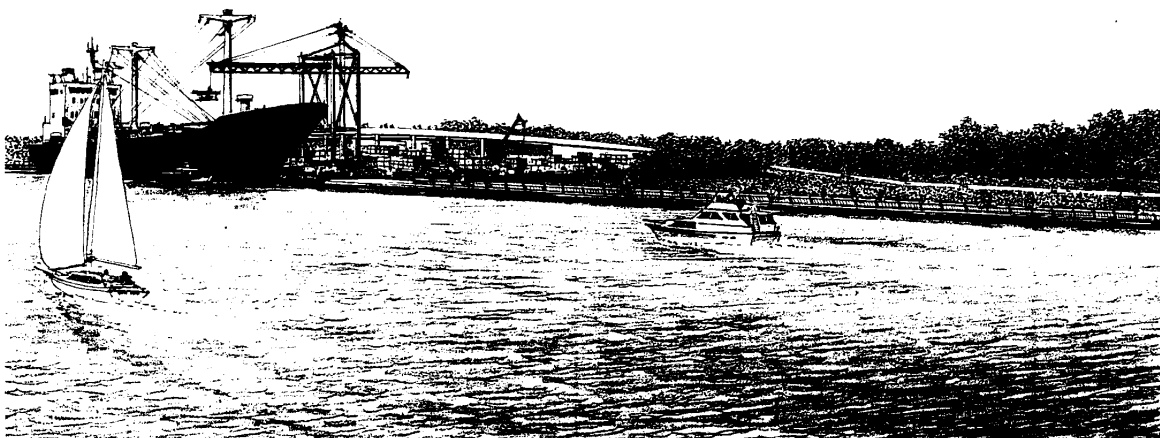
## Vision

A key to the proposal is adding the DTE Energy Sibley Quarry to the study area. This provides the opportunity to relocate the Crown intermodal facility to the inland side of the railroad corridor, freeing up the riverfront site for park and mixed-use development. Using this approach DTE can continue mining the quarry and filling fly ash from its power plants until, under a reclamation plan, the quarry is flooded, providing lakefront residential sites within the environmental framework interpretive corridors connecting the site to the riverfront.

Depending on the long-term future of the steel industry and the intermodal facility, the core of the redevelopment project area will either stay industrial or be converted to other mixed-uses. Around the fringe and on the riverfront, parks, greenways, housing and mixed commercial and technology uses will help to transform Trenton into a model of brownfield redevelopment and riverfront reuse.



**Figure 7: Dockominium Marina Community**



**Figure 8: Riverfront Greenway and Deepwater Port**

## The Plan

**Figure 9** illustrates the vision in plan view, and provides a graphic representation of the areas, land use zones and associated acreages. The redevelopment plan incorporates important concepts that will make the project attractive, functional and sustainable based on the premise:

***Create permanent jobs for Trenton residents while reclaiming the Detroit River frontage for public access and quality of life enhancements.***

### Key Concepts:

1. *Develop industrial and technology uses as an inland core linked to the deepwater port, where jobs will be located on attractive and environmentally sustainable sites.*
2. *Implement a public infrastructure of riverfront habitat, linked parkland and greenway open space with a riverside drive providing public access and community amenities.*
3. *Wrap the core of the development with new housing, marina, shopping, entertainment and office mixed-uses. These uses will be oriented to the river wherever possible, connected via riverfront linkages, and have complementary relationships to both the riverside park and the industrial/technology core.*

### The Sites

The study area has been divided into several sites grouped to illustrate the key concepts above and relationships between recommended uses:

#### Industrial and Technology Core

- |                |                                                                                    |
|----------------|------------------------------------------------------------------------------------|
| <b>A.</b>      | Downsized and modernized DSC steel mill.                                           |
| <b>B-1.</b>    | Redeveloped industrial and technology site.                                        |
| <b>B-2.</b>    | Redeveloped industrial and technology site.                                        |
| <b>C.</b>      | Inland Crown intermodal transportation terminal linking trucks, trains, and ships. |
| <b>Dock</b>    | Site access to international shipping via deepwater port.                          |
| <b>Support</b> | Water treatment facility to support steel mill and other site uses.                |

#### Public Access and Amenities

- |                 |                                                         |
|-----------------|---------------------------------------------------------|
| <b>Greenway</b> | Riverfront park, riverside drive and open space system. |
|-----------------|---------------------------------------------------------|

#### Wrapped Mixed-Use Development

- |             |                                                                                 |
|-------------|---------------------------------------------------------------------------------|
| <b>D-1.</b> | Commercial and mixed-use frontage along Jefferson Avenue.                       |
| <b>D-2.</b> | Existing and complementary commercial frontage on Jefferson Avenue.             |
| <b>E-1.</b> | Higher density row or townhouses with riverfront and marina access.             |
| <b>E-2.</b> | Higher density row or townhouses with riverfront and marina access.             |
| <b>F.</b>   | Higher density transitional housing with riverfront location, views and access. |
| <b>G.</b>   | Dockminium marina community with direct boatslip connections to housing.        |
| <b>H-1.</b> | DTE reclaimed quarry site for inland lakefront single-family detached housing.  |
| <b>H-2.</b> | DTE reclaimed quarry site for inland lakefront single-family detached housing.  |

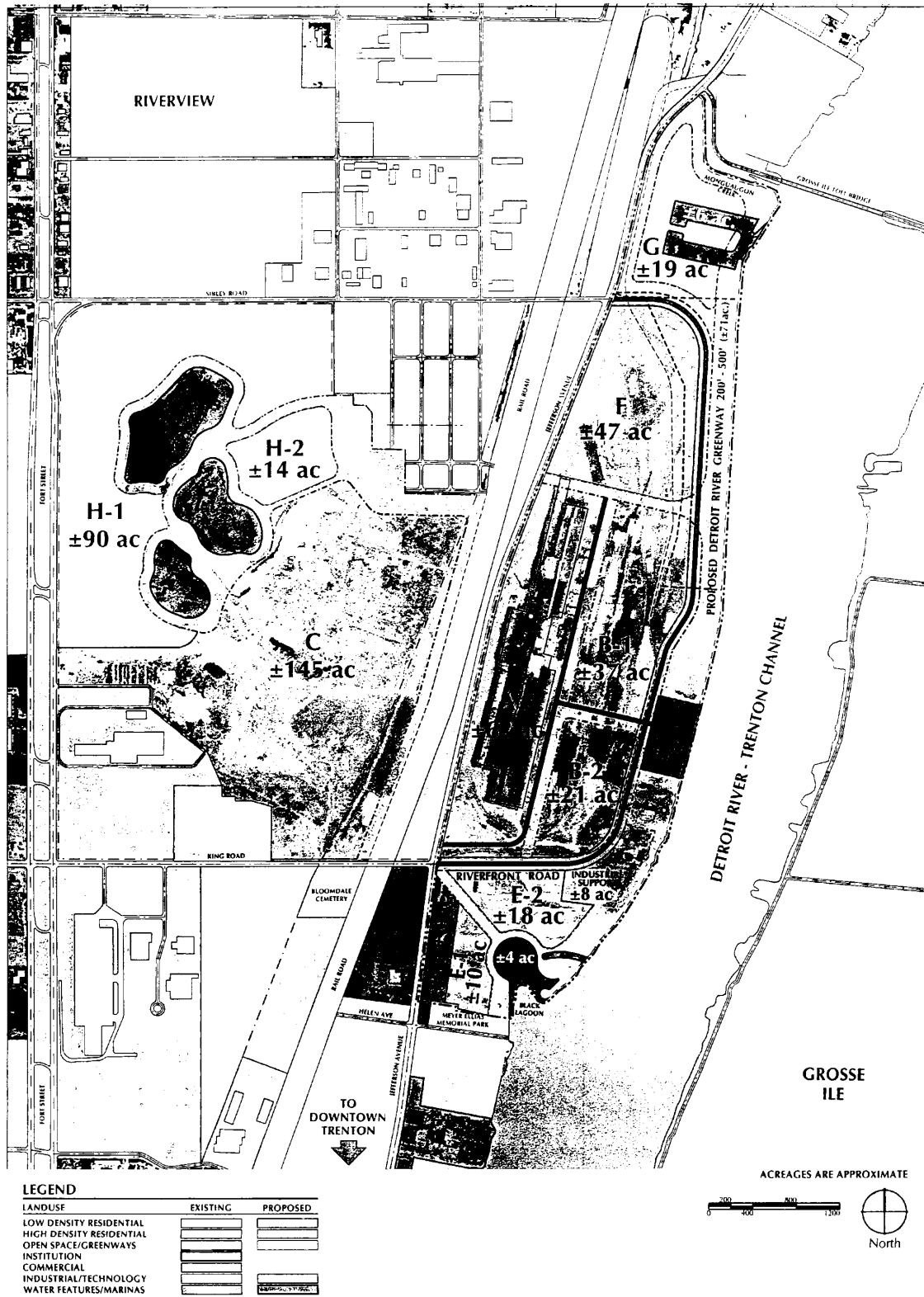


Figure 9: Trenton Riverfront Redevelopment Plan

## Phasing

It is essential that the project strategy be viewed as a phased approach. Many steps will be needed by many partners to accomplish this complicated, but achievable proposal. A sequence of actions is required to assemble the parts in a land development puzzle. Some parts are dependent on others for success; others may proceed with their plans unencumbered. **Figure 10** illustrates the phasing plan for the proposal, which is also outlined below.

**Phase 1** – Demolish obsolete eastern steel mill buildings and continue remediation.

**Phase 2** – Remediate and develop sites South of the Rail Trestle and the Black Lagoon.

**Phase 3** – Relocate the Crown Intermodal facility to DTE Sibley Quarry site.

**Phase 4** – Realign Jefferson; build riverside drive and riverfront park/greenway.

**Phase 5** – Build Dockominium community/other mixed-uses on the north end of the site.

**Phase 6** – Develop new industrial/technology or mixed-uses on available DSC property.

**Phase 7** – Reclaim DTE Quarry as lakes, housing and environmental interpretation.

### Phase 1 – Demolition

Structures, including the former Blast Furnaces, located east of the main DSC mill are obsolete and underutilized. DSC and the City of Trenton are working in partnership to remove these structures, clearing the way for reuse of this portion of the site. Environmental remediation must also continue on the DSC site in preparation for the eventual redevelopment of these sites.

### Phase 2 – South End Remediation/Development

The properties south of the rail trestle and the Black Lagoon should be remediated immediately using Federal, State and local Brownfield redevelopment programs. These sites could then be redeveloped for mixed-use, riverfront-oriented purposes.

### Phase 3 – Intermodal Relocation

This phase is a key to reclaiming the waterfront for public access and mixed-use development and accommodating the needs of Crown Enterprises. Both can be accomplished by relocating the intermodal facility to the DTE Sibley Quarry.

### Phase 4 – Public Infrastructure

Once the intermodal facility has been relocated, the public roadway, parkland and greenway elements can be added. These projects will provide needed access and define the remaining development sites in the study area.

### Phase 5 – North End Redevelopment

The redevelopment of the north end of the site can occur in conjunction with the public infrastructure improvements identified in phase 4. These projects provide a substantial opportunity to transform the site into housing and marina uses, supported by other mixed-use components. They also integrate the riverfront greenway and linkages to sites to the north and south.

### Phase 6 – Technology/Mixed-Use Redevelopment

As the redevelopment vision now takes shape, an important market decision will drive the next phase of development. Depending on the level of activity at the DSC mill, the site east of the mill can be redeveloped for industrial/technology uses or begin to transition into other mixed-uses. This is a swing phase that will be decided at a point in time when market conditions are better understood.

### Phase 7 – Sibley Quarry Reclamation

Once the Sibley Quarry is no longer being mined or filled, the remainder of the site can be reclaimed for inland lakes, lakefront housing, and environmental interpretation corridors connecting to the Detroit River. This is a long-term phase, and the final piece in completing the Trenton Riverfront Vision.

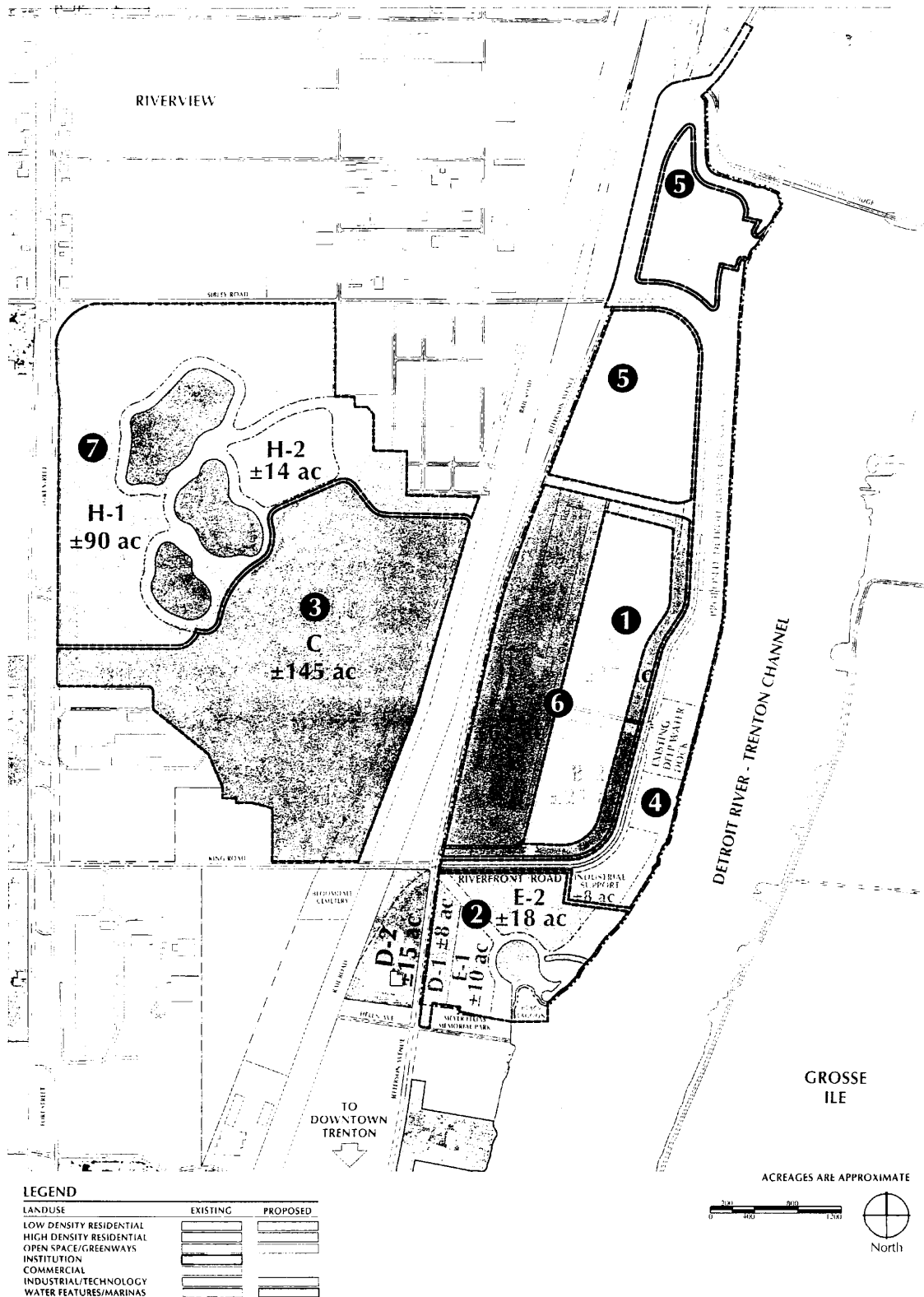


Figure 10: Project Phasing

## Partnerships

Several critical partnerships are required to implement the Trenton Riverfront vision. These partnerships require local units of government, property owners, County government, State and Federal regulatory agencies, economic developers, and funding sources. This project is a huge undertaking and will require commitments and cooperation by everyone involved. The table below (Figure 11) has been developed to provide an overview of the various partners needed and their respective roles in support of the project. This table does not imply that all of the partners are actively involved, rather it is a guide to recruiting, educating and convincing the necessary players that it is in their best interest and the interest of their organization to participate. This guide will be a working document that adds and completes the activities of individual partners along the way.

| Partner                                             | Phase(s)      | Role                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| City of Trenton                                     | 1 - 7         | Project catalyst and advocate; Planning, zoning and permitting land use regulations; Brownfield Redevelopment Authority funding; local match for State and Federal grants; Project funding source; Infrastructure development; project partner with governments and landowners. |
| City of Riverview                                   | 3, 4, 5       | Project advocate, Planning, zoning and permitting land use regulations; local match for State and Federal grants, Infrastructure development, Public sector project partner.                                                                                                    |
| Wayne County                                        | 1 - 7         | Project catalyst and advocate; Land acquisition funding; Environmental authority; Infrastructure development; Liaison between governments; Public Sector project partner with local governments.                                                                                |
| DSC., Ltd.                                          | 1, 4, 6       | Largest landowner; Investor and entrepreneur; Job provider and generator; Environmental remediation; Obsolete structure demolition; Industrial/technology redevelopment, Private sector partner.                                                                                |
| Crown Enterprises, Inc.                             | 3, 6          | Landowner; Investor, Environmental remediation, Potential industrial/technology redevelopment; Private sector partner.                                                                                                                                                          |
| Edward C. Levy Co.                                  | 2, 5, 6, 7    | Landowner; Investor; Longtime corporate citizen; Environmental remediation; Potential mixed-use and industrial/technology developer; Quarry reclamation expert; Private sector partner.                                                                                         |
| Howard Elias                                        | 2             | Landowner, Investor; Longtime community supporter; Environmental remediation; Potential mixed-use developer; Private sector partner.                                                                                                                                            |
| DTE Energy                                          | 3, 4, 5, 7    | Sibley Quarry Landowner; Investor; Region's largest energy provider; Potential partner for intermodal land exchange, quarry reclamation and mixed-use development.                                                                                                              |
| U.S. Congressional Representatives                  | 1 - 7         | Project catalysts and advocates; potential project funding sources; Federal agency liaisons; Public sector partners.                                                                                                                                                            |
| U.S. Army Corps of Engineers (ACOE)                 | 3, 4, 5       | Federal regulator; Black Lagoon remediation; Waterfront development permitting authority; Innovative redevelopment designs; Project funding source; Public sector partner.                                                                                                      |
| U.S. Environmental Protection Agency (USEPA)        | 2, 4          | Federal regulator; Black Lagoon remediation; Environmental contamination authority; Innovative partner for RCRA site reuse; Public sector partner.                                                                                                                              |
| Detroit American Heritage River Initiative (DAHRI)  | 1 - 7         | Detroit River conservation and redevelopment advocate; Federal agency coordinator; Potential funding packager; Public/private sector partner.                                                                                                                                   |
| Governor of Michigan                                | 1 - 7         | Advocate for the people of Michigan; Brownfield redevelopment advocate; Capacity to make large redevelopment projects happen; Public sector partner.                                                                                                                            |
| State of Michigan Representatives                   | 1 - 7         | Legislative representatives of the people of Trenton; funding source; state agency liaisons; Public sector partners.                                                                                                                                                            |
| Michigan Department of Environmental Quality (MDEQ) | 2, 3, 4, 5, 7 | State environmental regulator; potential project funding source; Environmental contamination authority; Brownfield redevelopment advocate; Public sector partner.                                                                                                               |
| Michigan Economic Development Corporation (MDEC)    | 1 - 7         | State economic development advocate; project funding source; innovative dealmaking capabilities; developer and investment attraction capacity; Private/public partner.                                                                                                          |
| Private Developers                                  | 2, 5, 6, 7    | Investors; Innovators; Entrepreneurs interested in redevelopment projects; Mixed-use and Industrial/technology project catalysts; Private sector partners.                                                                                                                      |

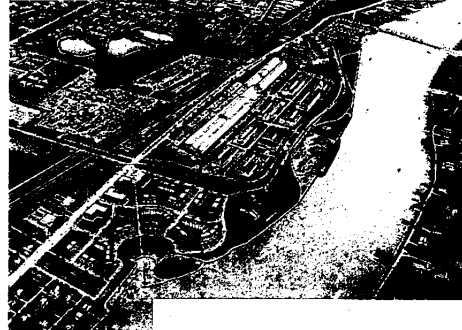
Figure 11: Partnerships Table

## *Timeline and Next Steps*

This summary has laid out the Background, Issues, Opportunity, Vision and Strategy for the Trenton Riverfront Redevelopment Proposal. The timeline and next steps for this effort help to outline "who needs to do what" to implement the Vision.

### ***By the end of September 2002...***

1. Use this proposal summary to initiate conversations with DTE Energy and Crown Enterprises regarding the potential relocation of the Intermodal facility from the riverfront to the Sibley Quarry.
2. Brief local, state and federal governmental representatives on the contents of this proposal and get commitments for their respective roles.
3. Work with all partners to resolve the Federal Surface Transportation Board and Crown/Wayne County legal issues by accommodating all parties through the Redevelopment Vision.
4. Meet with the USEPA Chicago Regional Office to discuss innovative ways to redevelop the DSC site under the RCRA designation.
5. Meet with the property owners, MDEQ and MEDC to develop a strategy and funding plan for the remediation, then development of the Phase 2 project south of the Rail Trestle.
6. Initiate the complete clean up of the Black Lagoon with the ACOE, USEPA and MDEQ. DAHRI and Congressman Dingell can help to coordinate this effort.



### ***Within 1 year...***

1. Implement the Phase 1 plan with DSC to demolish the obsolete buildings on the Steel Mill site (including the Blast Furnaces).
2. Initiate Phase 2 remediation plans for the Levy and Elias sites at the south end of the study area in cooperation with the property owners and the MDEQ/MEDC.
3. Work with Wayne County, Riverview, DTE Energy and Crown Enterprises to assemble and implement the Phase 3 plan for the land swap and relocation of the Intermodal facility to the Sibley Quarry.
4. Begin to design the first infrastructure improvements for implementation of Phase 4 infrastructure including relocated Jefferson, the new Riverside Drive, and the Riverfront Park and Greenway.

### ***Within 5 years...***

1. Complete the Phase 1 demolition of all obsolete DSC Buildings and re-clad remaining buildings redeveloped for modern industrial use.
2. Complete the remediation of the Black Lagoon.
3. Complete the Phase 2 remediation of the Levy and Elias sites and the new mixed-use development on these properties.
4. Complete the Phase 4 Riverside Drive and the Riverfront Park in conjunction with initiating the Phase 5 development on the north end of the site.

# *Team Acknowledgments*

## Brownfield Redevelopment Authority

**Gerald R. Brown**  
*Mayor*  
*City of Trenton*

**William LeFevre**  
*Councilperson*  
*City of Trenton*

**Terrence Teifer**  
*Councilperson*  
*City of Trenton*

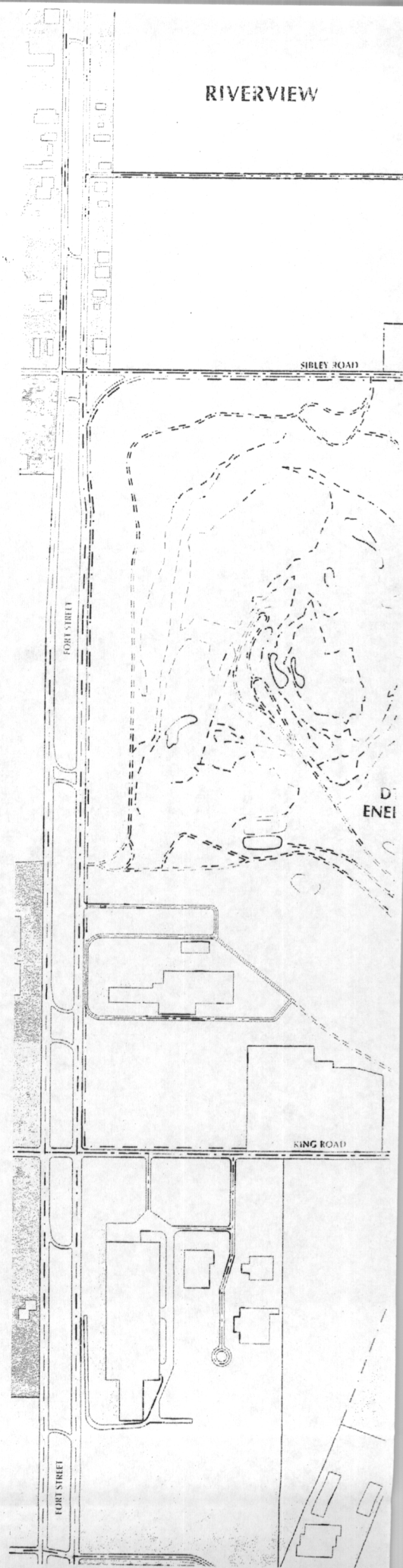
**Christine Arnoczki**  
*Assistant Controller*  
*City of Trenton*

**Dan Gillespie**  
*Planning Commission*  
*City of Trenton*

## Consultant Team

**SmithGroup JJR**

**WILLIAM McDONOUGH + PARTNERS**  
*Architecture and Community Design*



# INTRODUCTION

# **Riverview Trenton Railroad**

## **Intermodal Facility Overview**

*Discussion Presentation*

*For*

*City of Trenton*

**City Council Study Session**

**November 26, 2001**

**7:30pm**

### **RTRR Discussion Index**

*Introduction to Riverview Trenton Railroad*      **Tab 1**

*Overview of The RTRR Intermodal Facility*      **Tab 2**

*RTRR Operational Questions & Answers*      **Tab 3**

*RTRR Corporate Affiliates & Civic Involvement*      **Tab 4**

# Exhibit G

## *An Introduction to Riverview Trenton Railroad (RTRR)*

Riverview Trenton Railroad Company was incorporated under Michigan's railroad corporation statute. As a shortline railroad, RTRR was established for the purpose of providing rail transportation and operating a related intermodal facility within its rail yard.

RTRR has developed a specialized "niche" within the intermodal industry that will allow manufacturing entities - particularly automotive assembly plants - to benefit from containerization of component parts. Given the proximity of automotive industry suppliers and assembly plants in the region, RTRR will be able to develop a significant market of both in-bound and out-bound containerized freight. The bottom line is significant cost savings from the application of "rail logistics" to the automotive manufacturing process.

Located on the site of the former McClouth Steel in the Cities of Riverview and Trenton, RTRR's intermodal facility will strategically maximize all major modes of transportation -- rail, highway, ship - to offer customers cost effective transportation solutions. The RTRR intermodal facility should serve as a base at which trailers and containers would be transferred between trucks and rail. Intermodal trains assembled on site by RTRR would connect with the national rail network and the Class I railroads (CSX Corp., Norfolk Southern, Canadian National).

RTRR's intermodal facility responds to a demonstrated need for efficient intermodal transportation in the metropolitan region. With increases in demand for intermodal (containerized) movement of goods, the current capacity is a growing concern. Our operation will seek to offer the benefit of the most efficient transportation of cargo to area employers.

Our company genuinely looks forward to a continuing dialogue with the City of Trenton to ensure that when completed, the Riverview Trenton Railroad intermodal facility will be something of which the entire community can be proud.

## *RTRR is Part of the CenTra, Inc. Family of Companies*

RTRR is a wholly owned subsidiary of Crown Enterprises, Inc. which is owned by CenTra, Inc., a privately owned company headquartered in Warren, MI. CenTra, Inc. and its various affiliates provide transportation related services throughout North America. Diverse strategic affiliates including logistics providers, trucking firms, intermodal facilities, Custom's brokerages, Foreign Trade Zones, border crossings, air freight forwarders and other transportation services are all part of the pallet of transportation solutions offered by RTRR and its affiliates.

CenTra, Inc. is a home-town, Michigan success story. With our international headquarters in Warren since 1987, CenTra, Inc. has enjoyed unprecedented growth and expansion. CenTra, Inc. is the parent holding company for a diverse family of more than 60 specialized corporations providing a wide array of transportation services, real estate development, logistics management and financial services. Riverview Trenton Railroad (RTRR) is another service provider of innovative transportation solutions.

Employing more than 6,000 associates across North America, CenTra, Inc. has a presence in 37 states, Mexico and Canada. CenTra, Inc. owns, develops, manages and leases 391 facilities throughout the United States, Canada and Mexico. Crown's facilities include professional office centers, retail centers, transportation and logistics centers, communications towers, billboards, residential, agricultural, and strategic acquisitions affecting more than 200 parcels exceeding 9 million square feet. Tenants include the United States Federal Government, General Motors Corporation, DaimlerChrysler, ConWay Central Express and a variety of others.

CenTra, Inc. is able to assist major employers, such as General Motors Corporation, DaimlerChrysler and Ford with locations for their operations. We are also able to aid the ancillary support corporations for these major employers by working with them to locate in our existing strategically located facilities.

Riverview Trenton Railroad, as part of the CenTra, Inc. family of companies allows offers its customer a comprehensive range of trade and transportation services. CenTra, Inc.'s affiliates include the following:

**The Ambassador Bridge** - Owned by CenTra, Inc., the Ambassador Bridge facilitates nearly 10 million vehicles annually and is the Nation's #1 border crossing. Fully, 30% of all trade between the United States and Canada crosses the Ambassador Bridge in Detroit. Since 1990 more than \$100 million of capacity and facility enhancements have been accomplished.

**Crown Enterprises, Inc.** - This real estate development and property management firm oversees diverse projects. From ensuring strategic acquisitions for CenTra, Inc.'s international transportation network, to managing retail, professional office and residential projects, to developing industrial parks. Crown has a tremendous track record of success. Crown even operates its own tree farm to ensure its properties have the aesthetic touch of nature plantings. Crown was responsible, in connection with CenTra, Inc.'s in-house contractors, for CenTra, Inc.'s 12225 Stephens Road office and Central Industrial Park offices both located in Warren.

**Central Transport International, Inc.** - The flagship of CenTra, Inc.'s motor carrier operations is among the Nation's top 10 transportation companies. Central Transport International, Inc. and its affiliates provide nationwide and international motor freight service through networking affiliates and terminals.

**Logistics Insights Corporation (LINC)** - Providing vital value-added management and information services, LINC allows its customers to concentrate on their core manufacturing and trade enterprises. LINC serves many of the largest companies in America, including General Motors Corporation, Ford Motor Company and DaimlerChrysler.

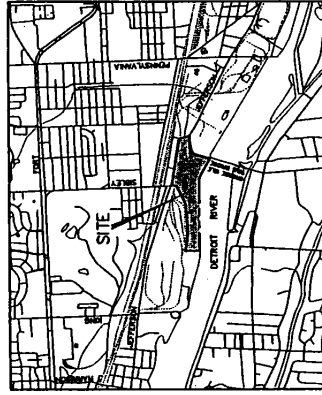
More than 60 Other Specialized Transportation, Trade and Technology Companies - CenTra, Inc. operates its own full-service customs brokerage, three foreign trade zone sites, an air freight forwarder, various intermodal services, a dedicated management consulting firm, a computer services firm and fiber optics communication operations.

*(See Tab 4 for further detail of RTRR Affiliates.)*

# OVERVIEW

# CIVIL SITE DEVELOPMENT PLANS FOR RTRR INTERMODAL FACILITY

NOVEMBER, 2001



VICINITY MAP  
NTS

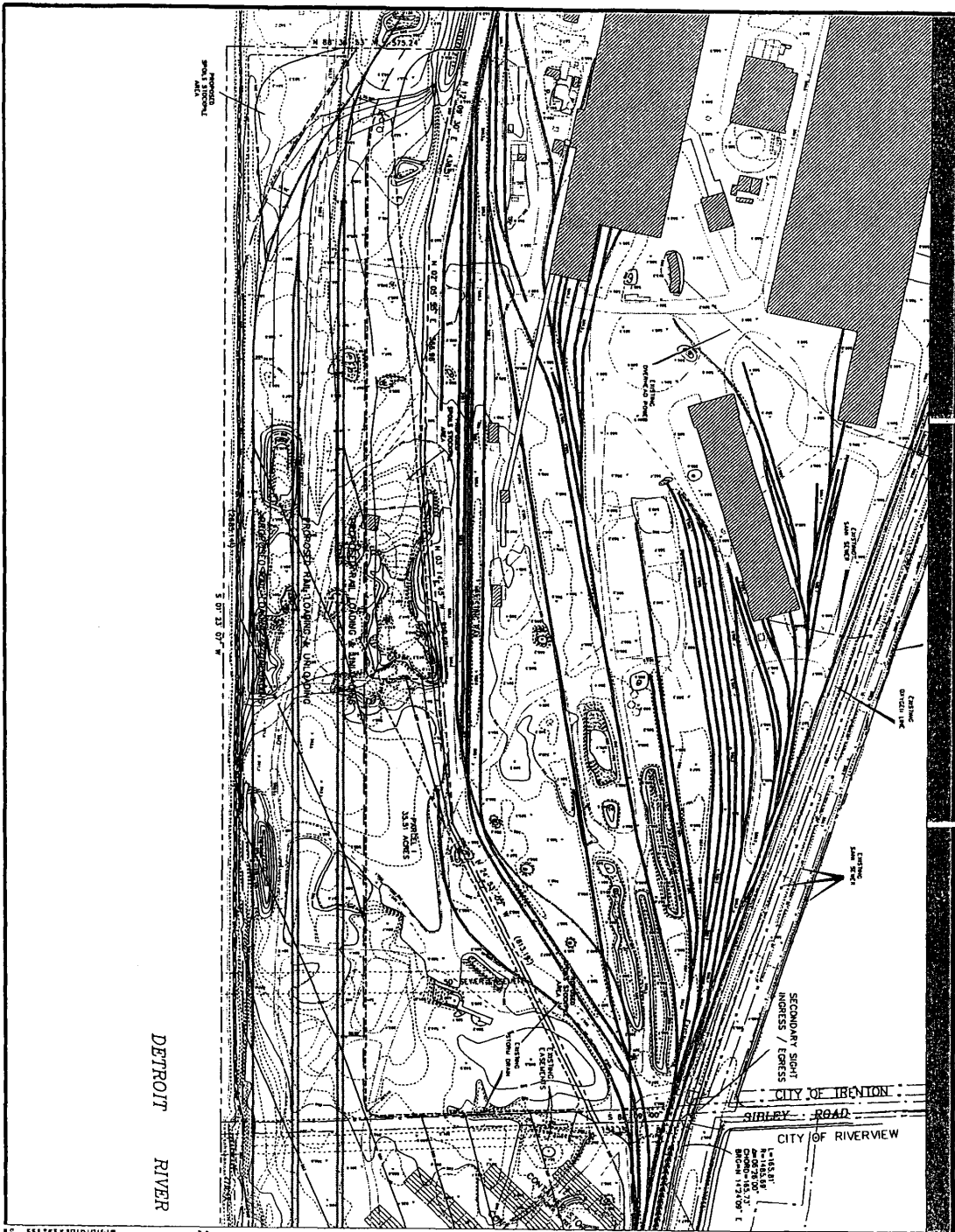
## INDEX OF SHEETS

| SHEET NO. | DESCRIPTION                    |
|-----------|--------------------------------|
| 1         | COVER SHEET                    |
| 2         | SITE PLAN (SOUTH)              |
| 3         | SITE PLAN (NORTH)              |
| 4         | EXISTING LANDSCAPE PLAN        |
| 5         | EXISTING CONFIGURATION (SOUTH) |
| 6         | EXISTING CONFIGURATION (NORTH) |
| 7         | CONCEPTUAL LANDSCAPE PROFILE   |

CLIENT:  
RIVERVIEW TRENTON RAILROAD  
1000 RIVERVIEW AVENUE  
TRENTON, MI 48106  
PHONE (313) 234-7000  
FAX (313) 755-8200

PREPARED BY:  
  
Kimley-Horn  
& Horn  
of Michigan, Inc.  
1000 RIVERVIEW AVENUE  
TRENTON, MI 48106  
PHONE (313) 234-7000  
FAX (313) 755-8200

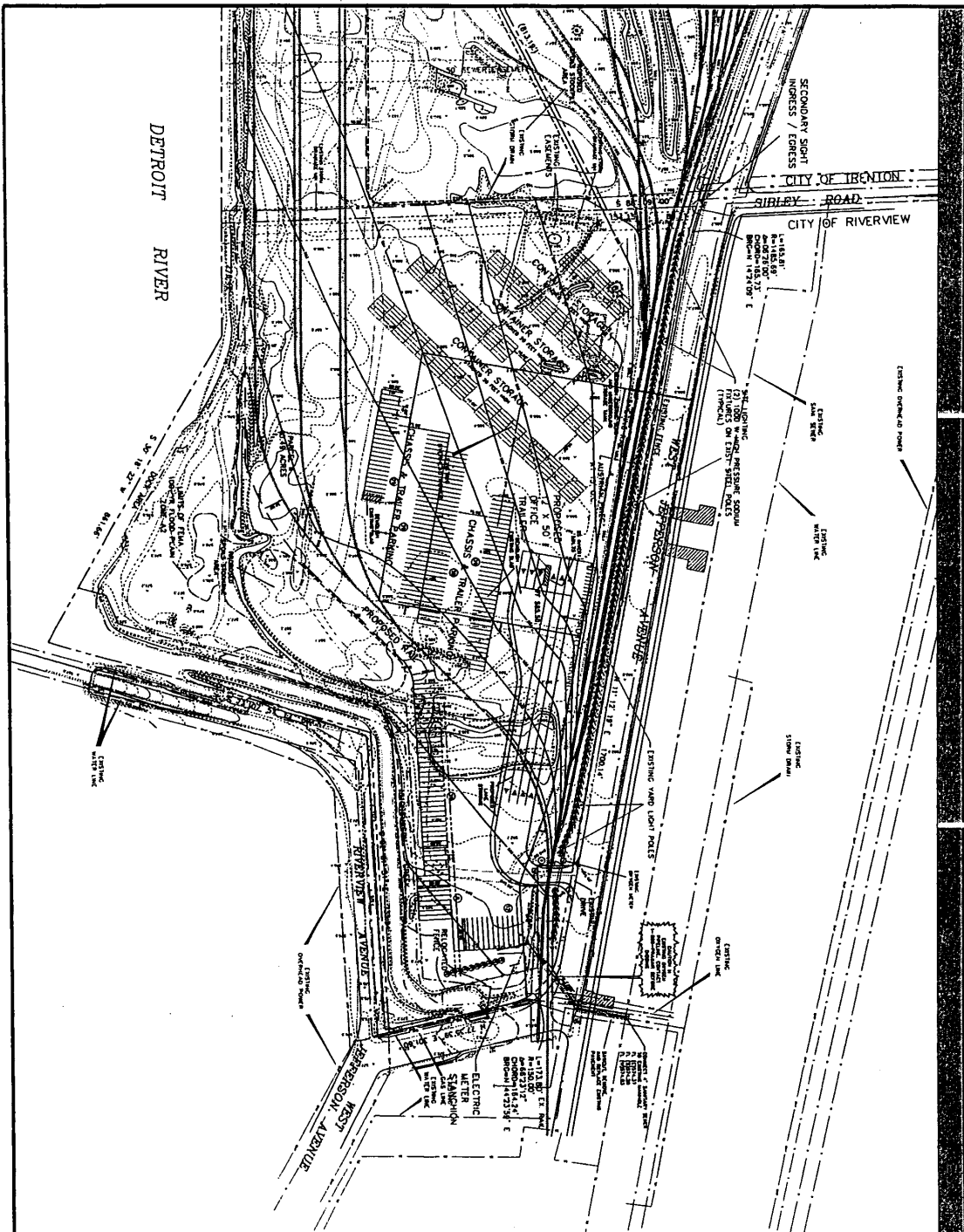
WEST JEFFERSON AVENUE  
AT SIBLEY ROAD  
IN  
CITIES OF RIVERVIEW AND TRENTON  
WAYNE COUNTY, MICHIGAN



# SITE PLAN ( SOUTH ) RTRR INTERMODAL FACILITY RIVERVIEW / TRENTON, MICHIGAN

Kimley-Horn  
of Michigan, Inc.

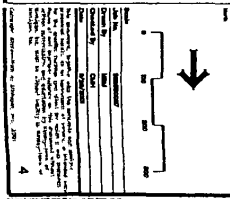
|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |     |
|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 58 | 59 | 60 | 61 | 62 | 63 | 64 | 65 | 66 | 67 | 68 | 69 | 70 | 71 | 72 | 73 | 74 | 75 | 76 | 77 | 78 | 79 | 80 | 81 | 82 | 83 | 84 | 85 | 86 | 87 | 88 | 89 | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 100 |
|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-----|



# SITE PLAN ( NORTH ) RTRR INTERMODAL FACILITY RIVERVIEW / TRENTON, MICHIGAN

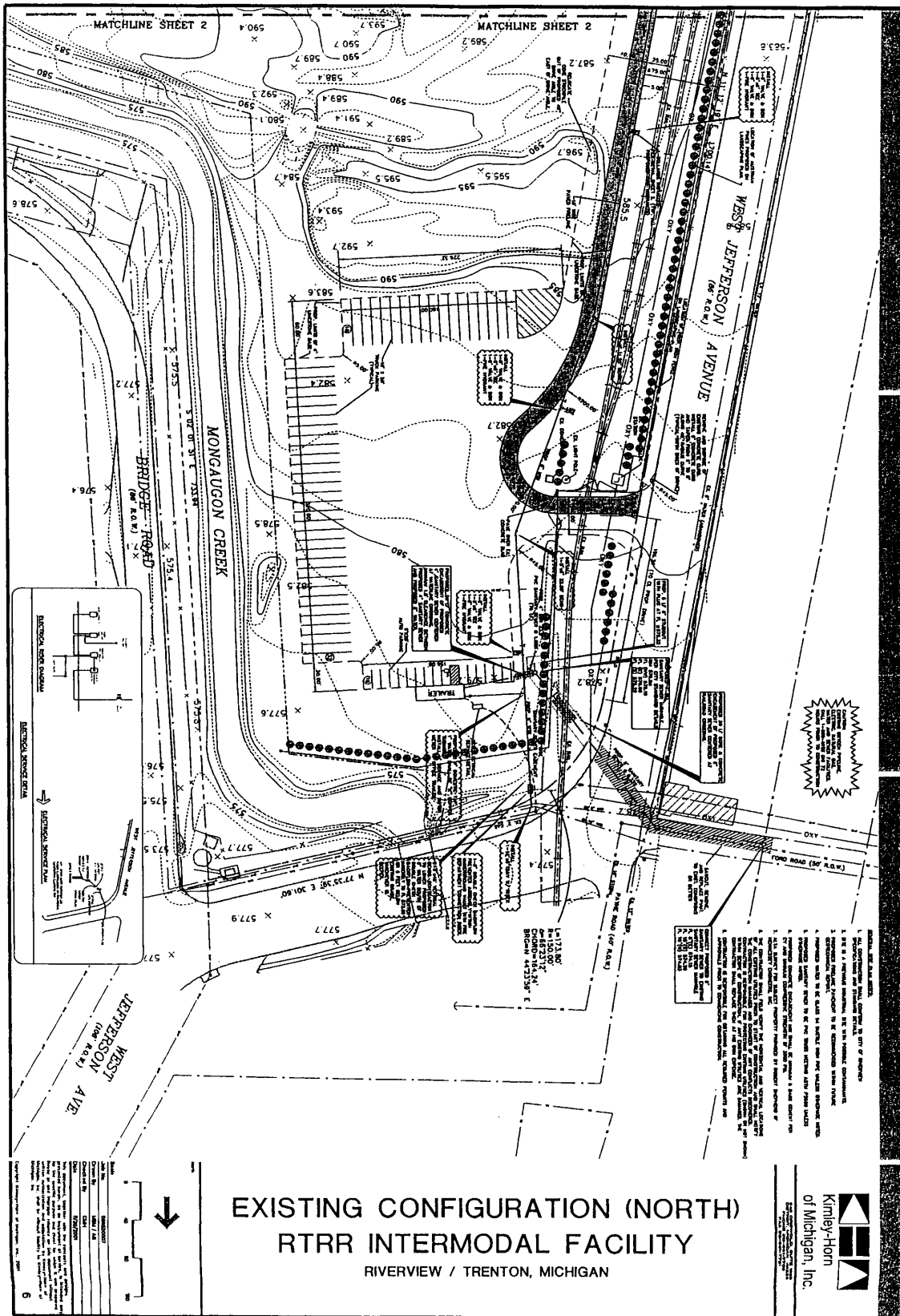
**Kimley-Horn**  
of Michigan, Inc.

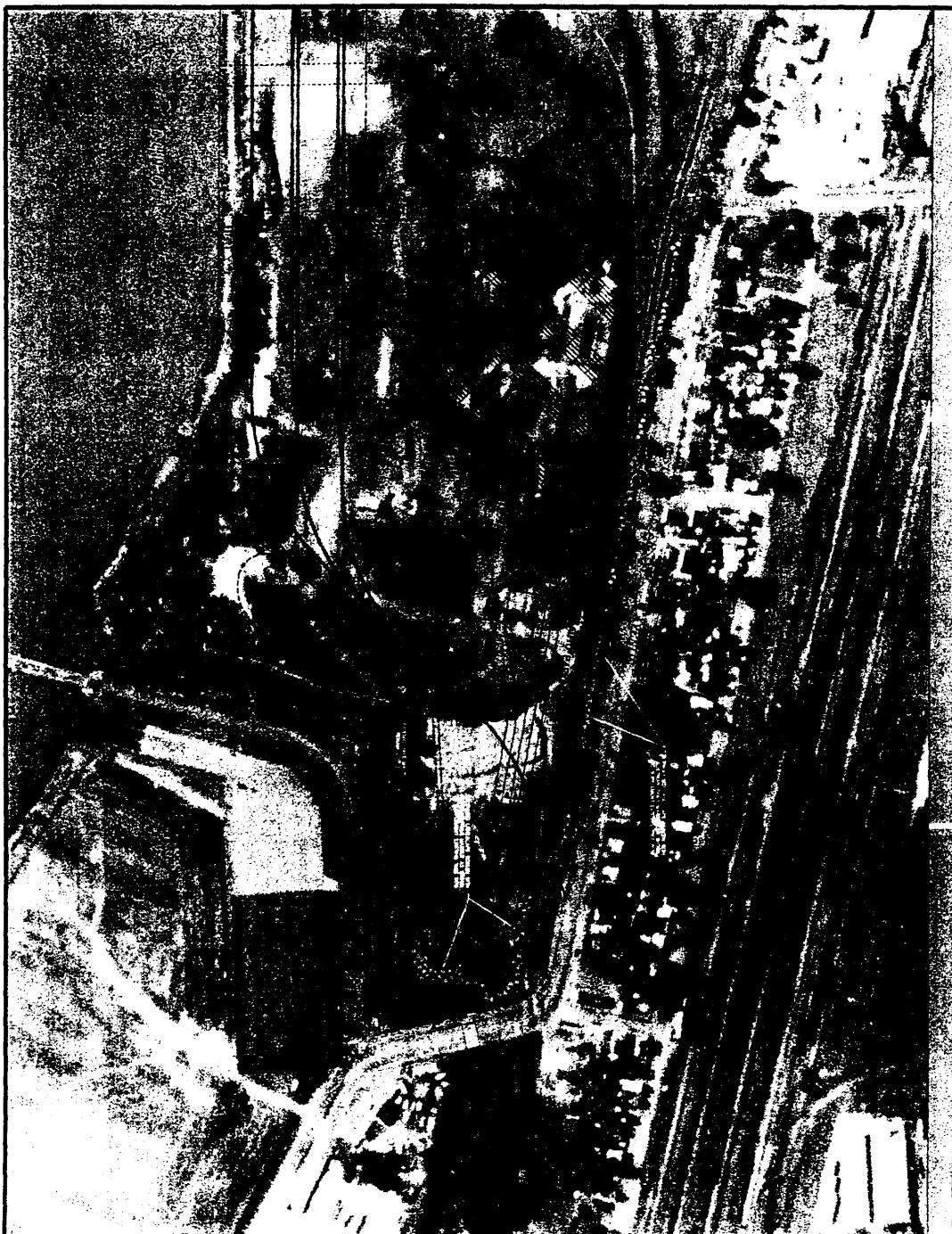
|             |                                                                                                                                                                                                                                                                                                                          |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scale       | 1" = 100'                                                                                                                                                                                                                                                                                                                |
| North Arrow | ↑                                                                                                                                                                                                                                                                                                                        |
| Legend      | <ul style="list-style-type: none"> <li>Existing Building</li> <li>Proposed Building</li> <li>Existing Road</li> <li>Proposed Road</li> <li>Existing Utility</li> <li>Proposed Utility</li> <li>Existing Storm Drain</li> <li>Proposed Storm Drain</li> <li>Existing Parking Lot</li> <li>Proposed Parking Lot</li> </ul> |



Kimley-Horn  
of Michigan, Inc.







|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |     |
|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 58 | 59 | 60 | 61 | 62 | 63 | 64 | 65 | 66 | 67 | 68 | 69 | 70 | 71 | 72 | 73 | 74 | 75 | 76 | 77 | 78 | 79 | 80 | 81 | 82 | 83 | 84 | 85 | 86 | 87 | 88 | 89 | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 100 |
|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-----|



# CONCEPTUAL LANDSCAPE PLAN RTTR INTERMODAL FACILITY

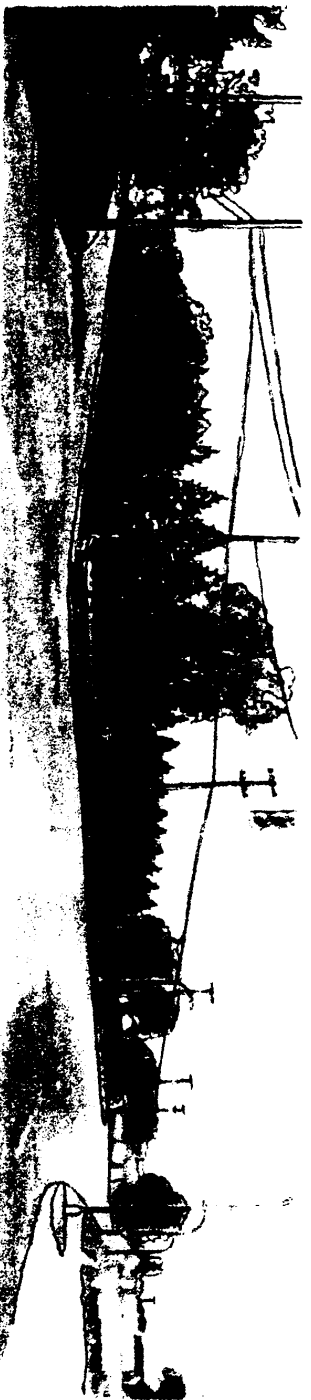
RIVERVIEW / TRENTON, MICHIGAN

Kimley-Horn  
of Michigan, Inc.





SCHOOL ROAD T. WEST. GREENSBORO, N.C.



WEST JEFFERSON AVENUE AT RIVERVIEW AVENUE

Questions & Answers

*Clear up - to be done by DSC anyway  
Jobs from old site  
- Future construction - taxes  
- Will bring back ideas on waterfront development to Council 30 days*

## RTRR Operational Questions and Answers

### 1. Environmental Concerns

*All environmental concerns are thoroughly addressed in the Surface Transportation Board (STB) Environmental Analysis to be released by STB. When the property was purchased, the prior owners initiated a Due Care Plan with MDEQ. As part of that arrangement, the prior owners are responsible for delivering the property remediated to agreed upon standards. RTRR's Due Care Plan is based on a Baseline Environmental Analysis on file with MDEQ.*

### 2. Site Operations

2a. How many employees in the first year? 3<sup>rd</sup> year? 5<sup>th</sup> year?

*During the startup through the first year of operation there will be approximately 140 employees. The 3<sup>rd</sup> and 5<sup>th</sup> years have not been determined as of yet.*

2b. How many days of operation?

*RTRR will be in operation seven days a week.*

*How many new +  
how many from prior  
site?*

2c. How many hours per day for operation?

*RTRR will operate from 7:00 a.m. to 7:00 p.m. If there is any expansion of hours, it will be confined to daylight hours.*

2d. What materials will arrive on site?

*Auto parts in containers will arrive on site. In addition, general commodities and freight in sealed containers may move through the site. There is no intent to accommodate bulk quantities of hazardous materials. All materials on site, at a given time, are documented by a freight manifest. The Environmental Analysis being prepared by the STB further explains this.*

2e. How many buildings?

*There will be one building initially which is a temporary office. Plans for long term buildings are being developed now.*

2f. Fire protection strategy?

*A thorough fire protection strategy will include fire hydrants on site and coordination with local fire safety professionals. The addition of a second emergency gate will allow circulation and access in the event of an emergency situation.*

2g. Security protection strategy?

*RTRR will have surveillance cameras and alarm systems.*

2h. Height of container and material storage?

*The containers will be stacked two high.*

2i. Landscape planning?

*See landscape plan.*

2j. Internal movement of cranes, vehicles, trains, and trucks to accommodate the management of containers?

*See Phase I site plan.*

2k. Use of Trenton Channel?

*There is no immediate use for the Trenton Channel. However, there may be possible long-term use.*

2l. Points of transportation access and egress from the site: water, rail, truck and vehicular?

*See site plan.*

2m. Opportunity for Greenways planning?

*See site plan.*

**3. Perimeter and External Site concerns:**

3a. Truck routing for loaded and unloaded trucks, arriving and departing the site?

*The trucks will be disbursed to Pennsylvania, Sibley and King Roads.*

3b. Landscaping plans?

*See landscaping plan.*

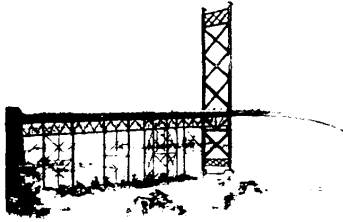
3c. Opportunity for Greenways planning?

*RTRR is prepared to work with the city in any planning they wish to entertain.*

3d. Transportation planning and public safety concerns along Jefferson Avenue, and Sibley Road at-grade rail crossing.

*A transportation impact analysis was conducted for the STB. The results will be made available as soon as the Environmental Analysis is complete.*

Corporate Affiliates  
& Civic Involvement



AMBASSADOR BRIDGE

## DETROIT INTERNATIONAL BRIDGE COMPANY

P. O. BOX 32666 *Detroit, Michigan 48232*

**The Ambassador Bridge** has since 1929 linked Detroit, Michigan to Windsor, Ontario. Today, the privately owned Ambassador Bridge is the #1 international border crossing in North America.

Over 13 million vehicles, 27% of all U.S.-Canada trade, cross the Ambassador Bridge. To meet the growing needs of the traveling public, the Ambassador Bridge has completed significant facility improvements at an investment of more than \$100 million since 1990.

Employing directly more than 190 individuals and providing U.S. and Canadian Customs facilities, the Ambassador Bridge has been a true success story. In addition, the Ambassador Bridge leases more than 160,000 square feet to 88 independent companies (customs brokers, etc.)

The Ambassador Bridge is located in the heart of the Gateway Project, a \$100 million FHWA project to accommodate direct highway connection from I-75 and I-96. Now entering the design and engineering phase, the improvements that have been planned will provide direct highway connections to the Bridge. The Ambassador Bridge will become an even more vital link in the transportation of freight from our northern (Canadian) border to our southern (Mexican) border, as envisioned by NAFTA.

As a founding member of the I-94 Coalition, the Ambassador Bridge has undertaken a leadership role in promoting the importance of the I-94 Corridor to both domestic and international trade. The Coalition also is part of the North American Superhighway Coalition (NASCO), which links Detroit, Michigan with Laredo, Texas. In this capacity, the Bridge plays an integral role on behalf of the Coalition to ensure that efforts currently undertaken with regard to the NAFTA Superhighway in the U.S. are being replicated in Canada.

**T**HE "WORLD'S LONGEST INTERNATIONAL SUSPENSION BRIDGE" WAS THE TITLE GIVEN TO THE AMBASSADOR BRIDGE WHEN IT OPENED IN NOVEMBER 1929. NEARLY 70 YEARS LATER, IT STILL HOLDS THE DISTINCTION. THE BRIDGE LINKS THE UNITED STATES WITH CANADA AND COST APPROXIMATELY \$23.5 MILLION TO BUILD. THE TWO-MILE-LON

bridge connecting Detroit to Windsor, Ontario, has a span of 1,850 feet across the Detroit River and a clearance of 152 feet.

Privately financed and operated, the bridge was built by Joseph A. Bower, a New York financier who had the ingenuity and business acumen to develop a workable plan for such a structure. The plan involved a coalition of Detroit and Windsor business and community leaders who recognized not only the urgent need for such an international crossing, but also its potential as a sound business investment.

During the first two decades of operation, the bridge faced major challenges. The stock market crash, which occurred a few weeks before the bridge opened, was followed by the Great Depression of the 1930s. World War II further slowed the use of the Ambassador Bridge. Travel was curtailed, gasoline was rationed, and domestic automobile production was sharply reduced to a virtual standstill. Yet, the bridge remained operational as a vital international link.

#### Staying Strong

The Bower family successfully maintained control of the Ambassador Bridge until 1979. When Joseph A. Bower stepped down as chairman of the Ambassador Bridge Company Board of Directors in 1939, he turned the reins over to his son Robert. Then, in 1979, following the death of Joseph Bower, the family decided to withdraw from the management of the bridge. On July 31, after two years of negotiations, the Central Cartage Company of Detroit purchased the Ambassador Bridge, which is owned and operated by

the Detroit International Bridge Company. Central Cartage was owned by a native Detroit family headed by Manuel J. "Matty" Moroun, a successful transportation businessman who recognized both the great heritage of the bridge and its great potential.

Many appropriate management changes occurred under the leadership of Moroun. Both he and Dan Stamper, current president of the Ambassador Bridge, set a vision for the future that involved immediate change and future growth. As much as the Bower family members were financiers and their expertise was needed during the building and early decades of operating the bridge, the 1980s were bringing new and different challenges.

It became apparent that new ideas and approaches were imperative to maintain the bridge position as one of the leading border crossings in North America. Moroun provided the imaginative leadership needed to accomplish this. He was an expert on international trade and transportation, and he demonstrated a keen ability

The Ambassador Bridge links the United States with Canada (bottom left).

The February 17, 1995, ground-breaking ceremonies of the Ambassador Duty Free Store in Windsor, Ontario, brought out such dignitaries as (from left) Susan Whelan, MP Essex/Windsor; Dr. Ron Ianni, president of The University of Windsor; Manuel Moroun, chairman of Centra Inc.; and Rick Limoges, Windsor City Council member (bottom right).



*Greater Detroit*



to work with local neighborhoods as well as state, federal, and international governments. Furthermore, he understood the needs of the commercial truck companies, tourists, and travelers who used the bridge. And Stamper, also familiar with bridge operations and international trade, has provided the administrative leadership to make the needed changes happen.

As in past decades, the bridge continues to be carefully inspected and excellently maintained. In order to alleviate the congestion caused by traffic tie-ups during certain weeks of the year, the company built a secondary truck inspection facility in Windsor, just three miles south of the bridge. Then, in 1993, a new truck exit ramp and an inspection facility on the U.S. side were added, followed by the construction of a new Canadian customs facility and new duty-free stores on both sides. In Windsor the duty-free store is operated in partnership with the University of Windsor.

Now in the advanced planning stages are a new bridge headquarters building, a major highway information center, and better access to the major interstate and provincial highway systems on



both the Michigan and Canadian sides of the border. Bridge officials are working closely with neighborhood leaders to provide better housing and community facilities near the bridge. The Ambassador Bridge has also been selected under the North American Free Trade Agreement to install a model intelligent transportation system (ITS), using advanced technologies to automate customs, toll collecting, and other procedures that will facilitate international trade. Under the guidance of Moroun, the Ambassador Bridge Company is a private company that proudly serves the public.

The positive results of the current leadership of Moroun, Stamper, and the Ambassador Bridge's board of directors are clear. Improved facilities and careful planning have made the Ambassador Bridge the number one international bridge crossing in North America. Nearly 10 million vehicles crossed the span in 1995.

The necklace of lights on the bridge's cables, which is visible at night for miles in every direction, creates a dramatic presence for the Ambassador Bridge and shines as vivid testimony to its continued vitality as the world's longest international suspension bridge.

Opened in 1929, the Ambassador Bridge is the world's longest national suspension bridge.

---

## Crown Enterprises inc.

---

12225 Stephens Road • Warren, MI 48089 • (810) 939-7000 • FAX (810) 755-9348

**Crown Enterprises, Inc.**, a full-service real estate management and development company, has a presence in 37 states, Mexico and Canada. Crown owns, develops, manages and leases 391 facilities throughout North America. Crown's facilities include professional office centers, retail centers, and transportation and logistics centers, communications towers, billboards, residential, agricultural and strategic acquisitions affecting more than 200 parcels exceeding 9 million square feet. Tenants include the United States Federal Government, General Motors Corporation, DaimlerChrysler, Con-Way Central Express, and a variety of others.

Crown is able to assist our tenants with their facility requirements allowing them to meet their business goals and objectives. Crown was instrumental in facilitating the U.S. Customs office in relocating at the Ambassador Bridge to allow for more efficient operation by their officials. Crown is able to assist major Michigan employers, such as General Motors Corporation, with locations for their operations. Crown is also able to aid the ancillary support corporations for these major employers by working with them to locate in our existing strategically located facilities.

Crown is experienced in working with various governmental agencies including:

- General Services Administration
- U.S. and Canadian Customs
- U.S. and Canadian Immigration
- U.S. Army Corps of Engineers
- Various state, provincial and local governments.



## OUR NETWORK OF AFFILIATES



Corporate Offices: 12225 Stephens ♦ Warren, MI 48089  
(810) 939-7000 ♦ (800) 334-4883 ♦ Fax (810) 755-0093  
[www.centraltransportint.com](http://www.centraltransportint.com)



**A Full-Service Logistics Provider**  
(800) 334-4883, ext. 2528  
[www.logisticsinsights.com](http://www.logisticsinsights.com)



**An International and Domestic Air  
Freight Forwarder**  
(800) 982-3924  
[www.centralglobalexpress.com](http://www.centralglobalexpress.com)



**A Custom House Broker in the  
US and Canada**  
(734) 941-6733



**A Critical Shipment Carrier**  
(800) 642-1168  
[www.ctx-inc.com](http://www.ctx-inc.com)



UNIVERSAL AM-CAN LTD.

**A Network of Specialized Full-Service  
Truckload Carriers**

Van Division (800) 233-9445  
Furniture (800) 247-0047  
Flatbed/Hotshot (800) 233-9445  
Marine Container (313) 846-0640  
[www.uacl.com](http://www.uacl.com)

## *A History of Community Involvement*

*More than simply operating successful enterprises, our companies endeavor to be good corporate citizens of the many communities in which we operate. The following is a small sample of the organizations and community involvements of RTRR affiliates.*

### *Civic Leadership*

Michigan Chamber of Commerce  
Detroit Regional Chamber  
Central Business District  
Association (Detroit)  
International Bridge, Tunnel  
& Turnpike Assn.  
Michigan Trucking Association  
Intelligent Transportation Society (Michigan)  
Terminal Properties Exchange (TPE)  
Michigan Public Service Commission  
Advisory Board  
Border Trade Alliance  
International Association of Corporate  
Real Estate Executives (NACORE)  
I-94 Coalition  
North America's Superhighway Coalition

### *Community Investment & Involvement*

Michigan State Fair  
Mexicantown Beautification  
Hispanic Women's Center  
Casa Maria  
Arts Foundation of Michigan  
Center for Creative Studies (Detroit)  
Child Find Ontario  
The Canadian Red Cross Society  
Windsor Police Services  
Gabriel Richard Historical Society  
Warren Beautification Commission  
University of Windsor  
Wayne State University

