

“Transforming Oak Ridge through Asset Revitalization – The Oak Ridge Reindustrialization Program at Work”

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Reindustrialization Vision and Mission

Vision

By 2017, the Oak Ridge Reindustrialization Program will further its position as the model for sustainable innovative reuse of DOE assets.



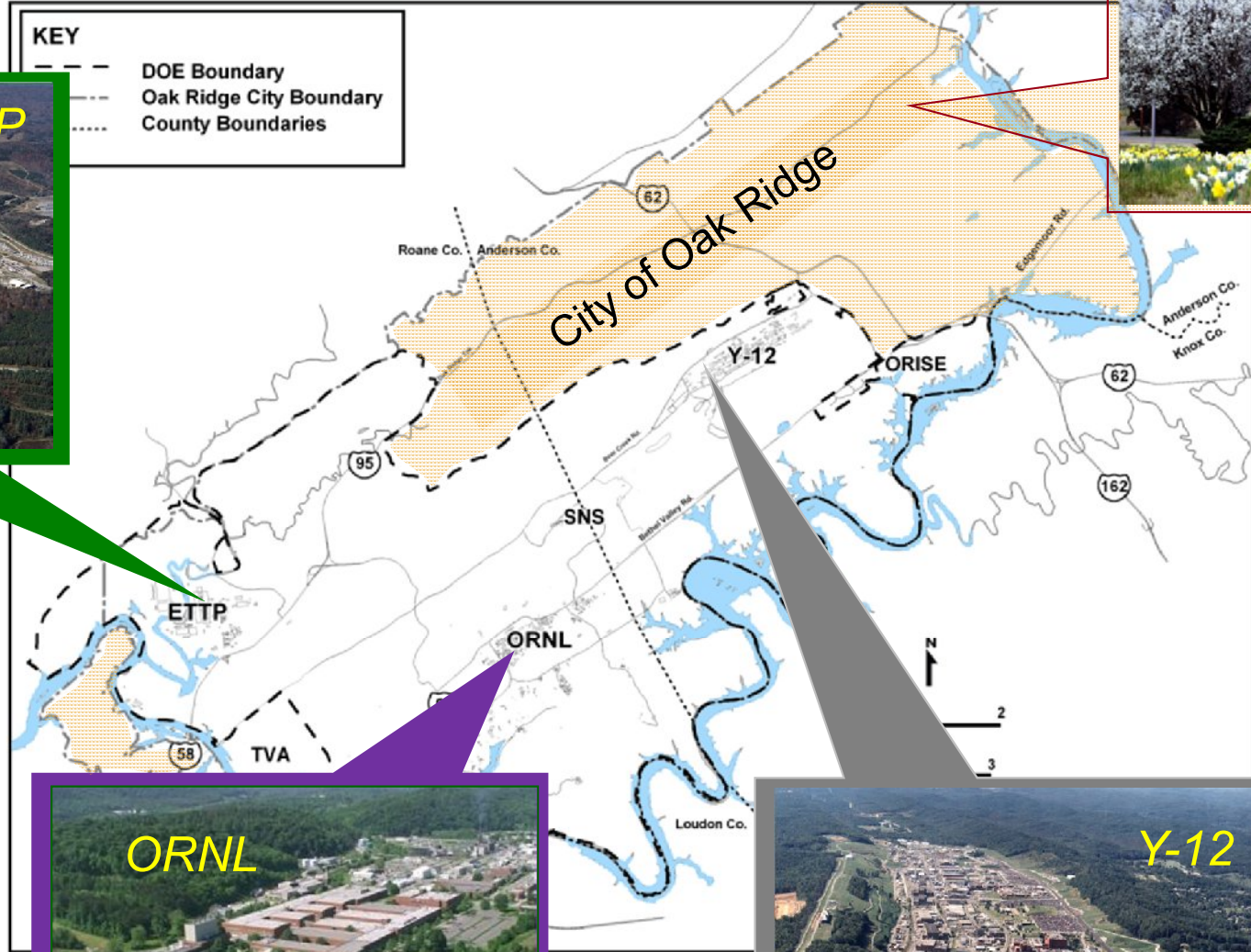
Mission

Apply our expertise to accelerate clean-up and promote economic development by making underutilized DOE assets (e.g., buildings, land, equipment, and technology) available to enhance the development of private sector business in the region.



MOVING TO THE FUTURE BY CLEANING UP THE PAST

Oak Ridge Reservation



MOVING TO THE FUTURE BY CLEANING UP THE PAST

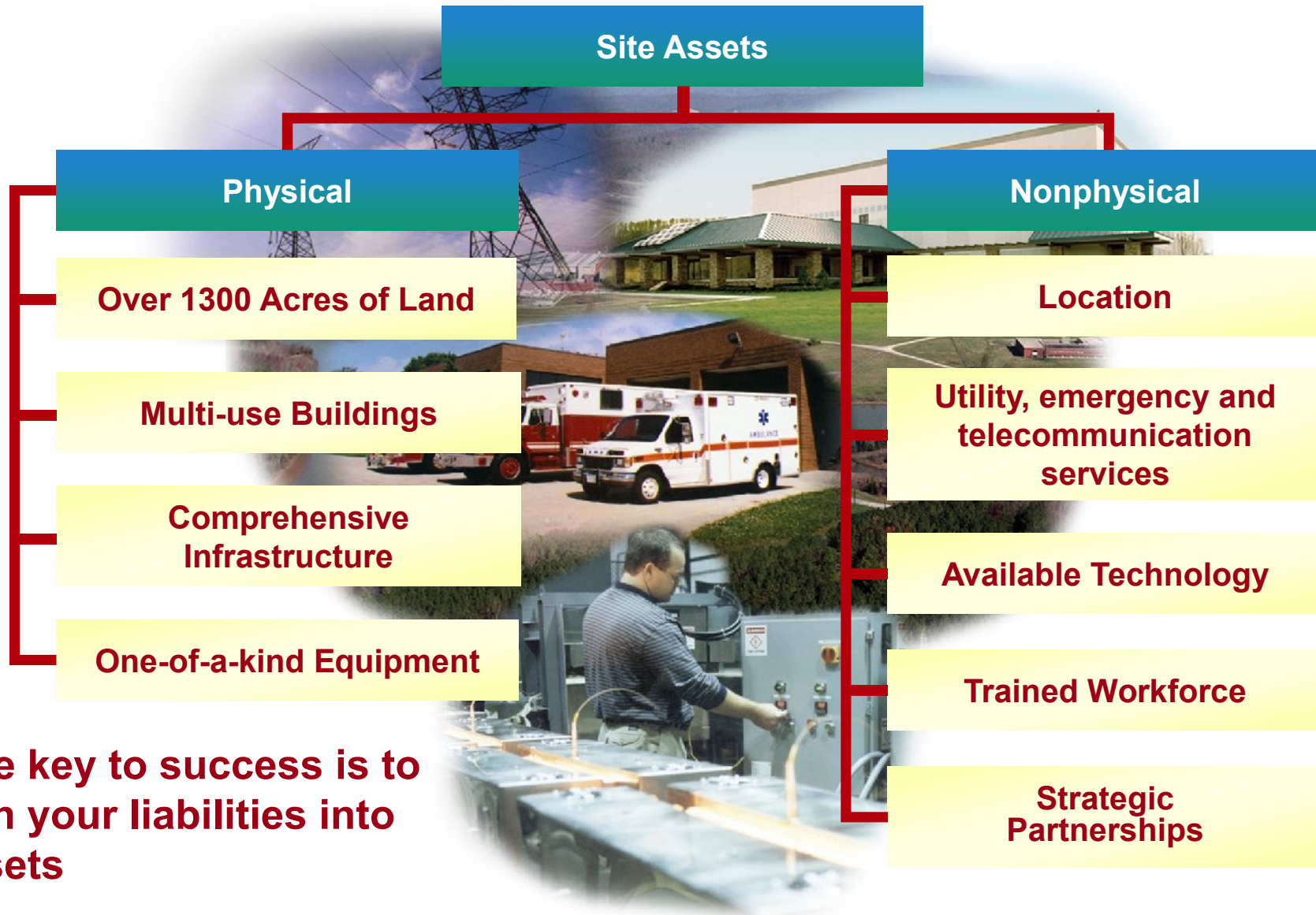


The Crossroads (1996)



The Reindustrialization Program started in 1996 as a method to accelerate cleanup of the former K-25 Gaseous Diffusion Plant to promote beneficial reuse of DOE assets.

Marketable Assets



One key to success is to turn your liabilities into assets



Challenges

One of the greatest challenges is the divergent interests of private business and DOE contractors

DOE

PRIVATE SECTOR



DOE Safety Requirements
Nuclear safety
Waste management
Construction work

Safety

OSHA Requirements:
Office work
Light industrial work



Temporary facilities
Heavy equipment
Remote parking
DOE Owned Utilities

Site

Long term use
Attractive work location
Park near work location
Public Utilities



DOE Limited Areas
Badges
Locked gates
Security inspections

Security

Open access



Implementation- How Did We Do It?

From Leasing and Barter Arrangements



In 2002

- **90 Leases**
- **40 Companies**
- **400 Private Sector Jobs**

To Property Transfer and Infrastructure



- **700 acres property transferred**
- **2 new speculative buildings**
- **332K SF of usable Building transferred**
- **Utilities and roadways transferred**

Ready for New Business Opportunities

Implementation Challenges

The Reindustrialization Program encountered many challenges along the way

Challenge

Solution

Implementation

Define Program
Establish Buy-In
Stakeholder Involvement
Establish Legitimacy



Query Private Sector
Senior Management Support
Establish Partnerships
Make Early Progress

Regulatory

NEPA/NHPA
Private Sector Occupancy
Private Sector Oversight



Use Bounded Analysis
Obtain Regulator Agreement
Safety Advocate

Transformation

Protect Infrastructure
Ongoing Cleanup
Capital Investments
Establish Permanence
Public Infrastructure



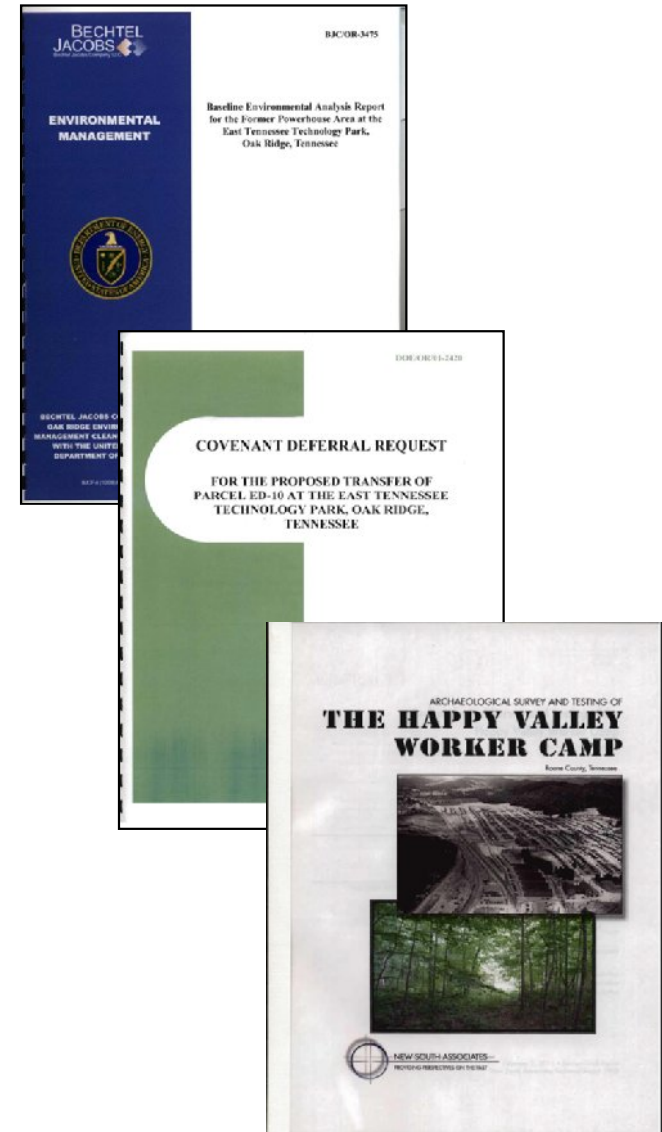
Infrastructure Leases
Change Control Board
CROET Reinvestment
Transfer Buildings and Land
Transfer Infrastructure



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Regulatory – How Did We Do It?

- **NEPA/NHPA – Used bounded analysis for a variety of land uses**
- **Private Sector Occupancy – established process for obtaining regulator concurrence based on risk analyses for leases**
- **Private Sector Oversight – Reindustrialization Safety Advocate oversight until transitioned to Federal OSHA and TOSHA**
- **Transfers – Followed CERCLA 120 (h) requirements**



Transformation to a viable private industrial park – How Did We Do It?

- Through partnerships, established clear roles and responsibilities
- Established business practices shared by DOE, the EM Contractor, and CROET
- Ongoing coordination between private sector activities and EM cleanup work
- Leased/Transferred buildings and land to CROET
- Protected/maintained needed infrastructure and used innovative agreements to transfer to the City of Oak Ridge
- Security Changes to allow more open access for private sector companies



Transformation – Investing in the Future



Water Treatment Plant



Transfer of Fire Station



New Speculative Buildings



Transformation – Reinvesting in the Future



Transforming the ETTP ...Results in successful private businesses

Lab Analysis (MCL)
Waste & Material Processing (M&EC)
Carbon Fiber
Manufacturing
Metal Materials Development (Atriax)
Barrier Technology (Pall)
Solar Energy (RSI)
Railroad/Transloading Operations
(Energy Solutions)
Secret City Rail Road Tour



Clean-up
Property Transfer
Infrastructure Improvement
Municipal Services
CROET
Economic Development Partnerships
Technology Transfer
Equipment Transfer/Leasing
Work Force (Training) Education
Business Incubator Space

Reindustrialization Initiatives



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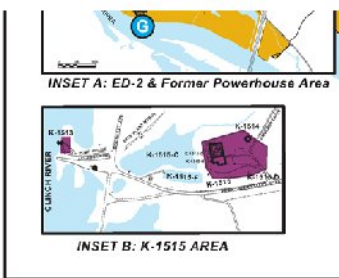
Victorious Blvd Connector
Completed by April 2011

A

RSI Solar Project
ED4 East
Construction started December 2011

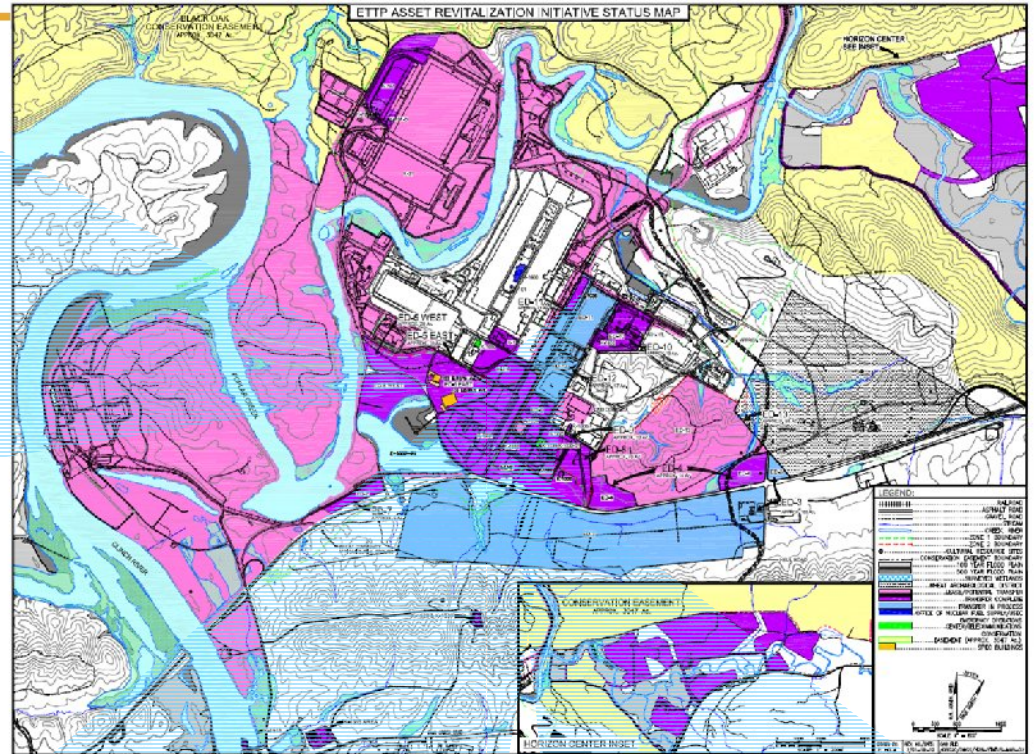
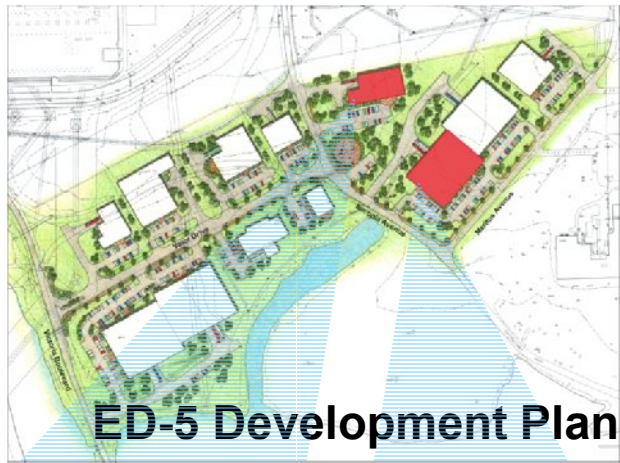
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CROET Greenway Path
Begin construction by Spring of 2012



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Enabling the Future – Heritage Center



16,350 sf Office/Warehouse “Spec” Building



51,200 sf Industrial “Spec” Building SOLD!!



Jobs are being created saved – Site is remediated sooner



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Enabling the Future – Horizon Center



Horizon Center is a 1,000-acre greenfield site, designed to provide building sites and amenities desired by high-end companies while still preserving the area's scenic beauty.



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Enabling the Future – Oak Ridge Science and Technology Park

Science and Technology Park

- Partnership with CROET and UT Battelle
- Incubator space for technology transfer
- Work force training for new technologies

Technology transfer

- Carbon Fiber Technology results in new pilot plant at Horizon Center

Halcyon Commercialization Center



National Security Engineering Center

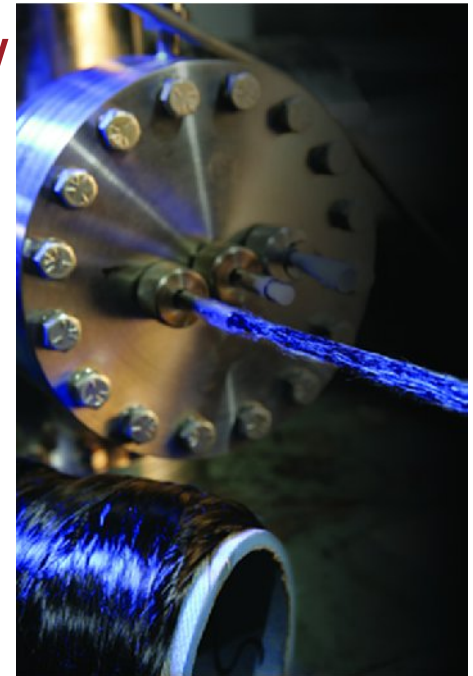


The Oak Ridge Science and Technology Park Concept Plan

Asset Revitalization enhances economic development in the region

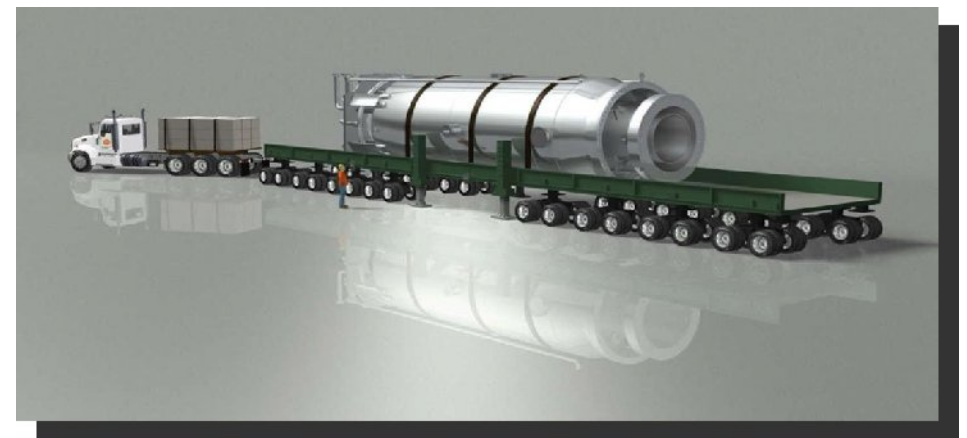
Leveraging technology transfer > leads to new manufacturing opportunities

- Carbon fiber technology improvements
- Materials process improvements
- Advanced manufacturing technologies
- And more to come



Renewable energy projects

- Additional solar projects
- TVA small modular reactors located adjacent to ETTP



Asset Revitalization enhances economic development in the region

Asset Revitalization and new technologies help to create private sector jobs

Plus Asset Revitalization enhances the community

- Tourism opportunities
- Historic preservation
- Recreation



Making  the place to be!



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