

# Beyond Closure

## The Fisk and Crawford Coal Plants

Institute for Energy Economics and Financial Analysis  
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# About Delta Institute



- Founded in 1998
- Work in partnership with business, government & communities in the Great Lakes region
- Specialize in market-driven environmental solutions that are good for business, good for the environment, and good for communities

# THE SITES

# Two Coal Plants in Chicago



Fisk Coal Plant, Pilsen, 1903  
Output = 326 MW (381,000 households)  
26 acres for development  
Multiple buildings



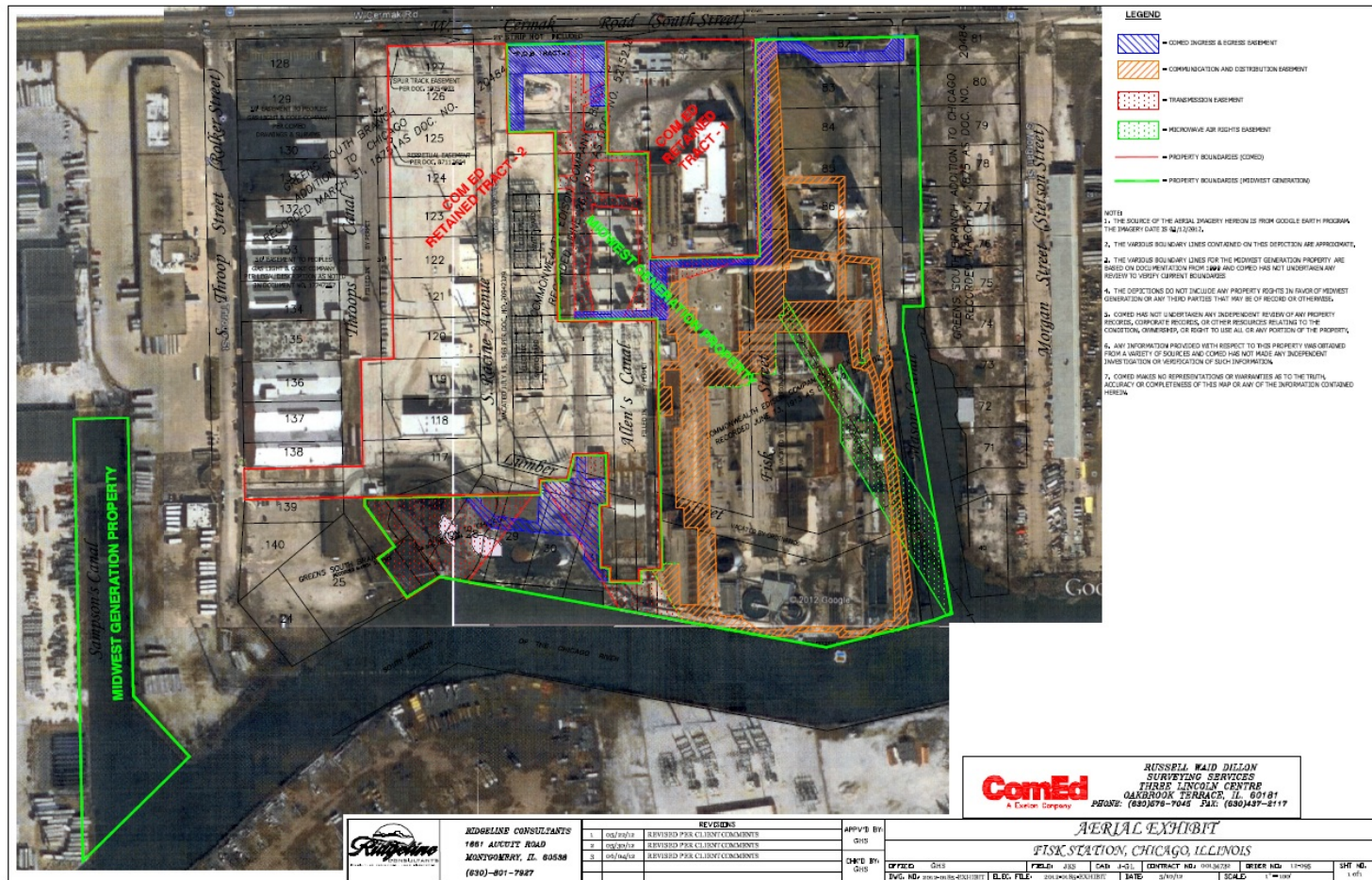
Crawford Coal Plant, Little Village, 1925  
Output = 542 MW (638,000 households)  
72 acres for development  
One building

# Complicated Locations

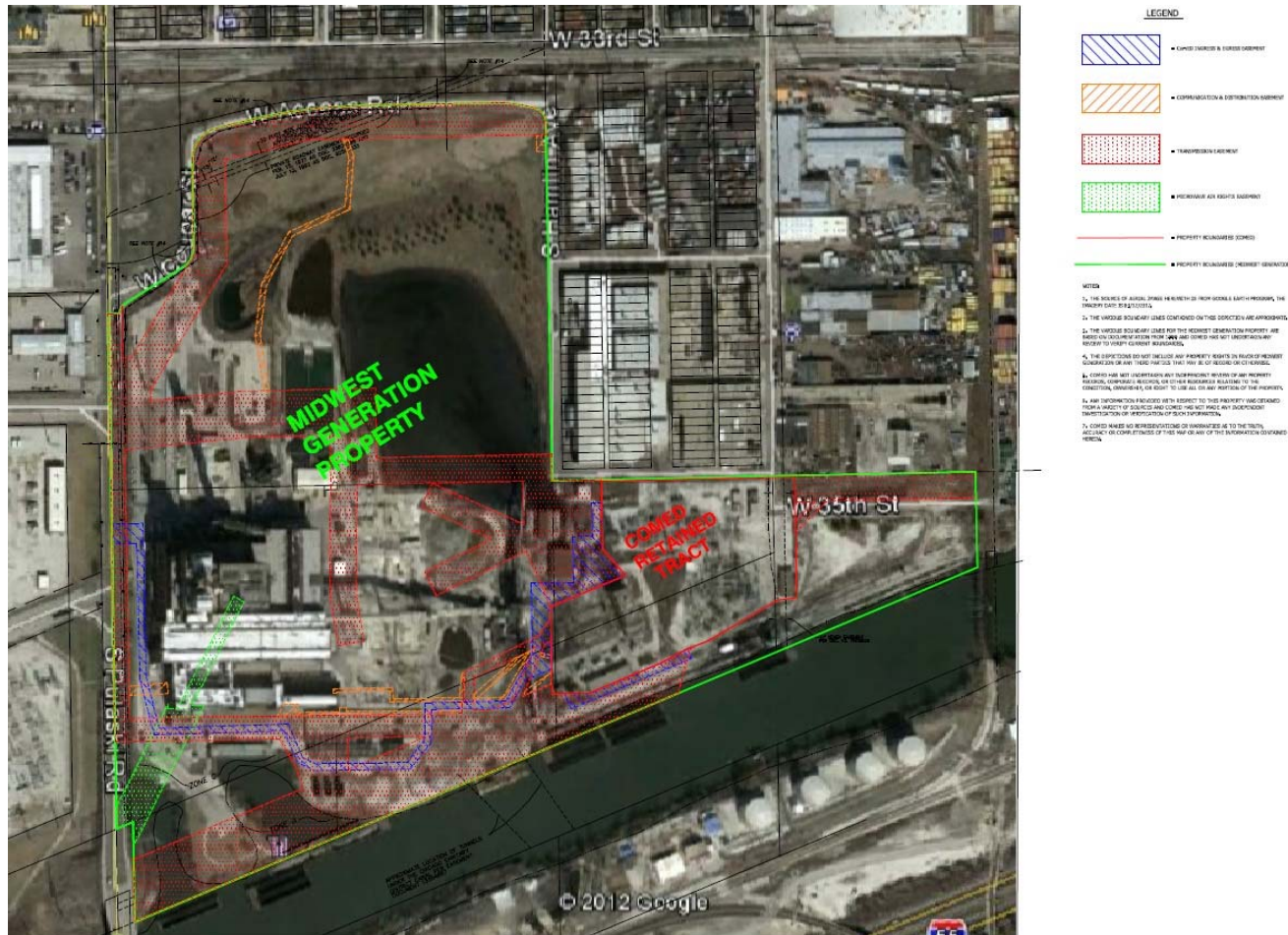
- Pilsen and Little Village are both Mexican-American communities with high unemployment
- Both plants situated in an industrial corridor in the middle of a dense residential area
- 14 years of community organizing to close plants
- Close proximity to downtown and great bandwidth
- Transportation advantage
  - Located on Sanitary and Shipping Canal with barge access
  - Ready access to expressways (I 55)
  - Rail access on site or adjacent to site



# Fisk Aerial with Com Ed Easements



# Crawford Aerial with Com Ed Easements



# Operating Status

- Plants closed September 2012
- Decommissioning completed November 2012
- EPA testing December 2012
  - Dust
    - Particulate (PM-10) monitoring in both stable and unstable conditions did not reveal levels of concern for dust from either site.
    - Particulate (PM-10) levels are consistent with background dust levels found in urban areas.
  - Radiation
    - Gamma radiation levels surrounding both sites are similar to reference neighborhoods.
    - Gamma radiation levels are consistent with background levels found in urban areas.



# Attempts to Sell Plants

- Midwest Generation marketing process fruitful
  - 50+ interested parties toured the plants summer 2012
  - 17 firms responded to the RFQ
  - 10 firms responded to the RFP
- Negotiations Commenced in January 2013
  - 3 potential buyers and two issues: price and environmental liability
  - Negotiations with finalist broke down in May, 2013
- NRG announced intent to purchase Edison Mission for \$2.3 billion in October 2013

# FISK AND CRAWFORD TASK FORCE

# Fisk and Crawford Task Force



# Fisk and Crawford Task Force

- Appointed by the Mayor of Chicago to establish guiding principles and a vision for redevelopment of the Fisk and Crawford Coal plants
- Delta Institute appointed as neutral facilitator
- Dialogue between diverse interests:
  - Three community groups (Little Village Environmental Justice Organization, Pilsen Alliance, Pilsen Environmental Rights and Reform Organization)
  - Midwest Generation
  - Com Ed
  - Aldermen Munoz and Solis
  - Chicago & Cook County Building & Construction Trades Council
  - City of Chicago

# Timeline

- March 2012: Mayor Emanuel appoints Task Force
- June 2012: Public Hearings
- August 2012: Task Force consensus reached
- September 2012: Plants close
- September 2012: Midwest Generation issues RFQ
- November 2012: Midwest Generation issues RFP
- December 2012: Midwest Generation enters bankruptcy
- May 2013: Midwest Generation is close to sale
- November 2013: NRG announces intent to purchase Edison Mission from bankruptcy



# CONSENSUS AGREEMENT

# Lessons Learned

- Community/owner/City dialogue critical to success
- Technical translation and third party facilitation eases communication and moves the agenda
- Creating a common understanding of the facts through education helps to make the hard conversations possible
- Clarity and agreement on community requirements for sites extremely helpful in marketing sites
- Cataloging site attributes and strengths key to competing for buyers
- Partnership with EPA very helpful
- City clout keeps everyone at the table

# Guiding Principles

1. The Fisk and Crawford sites provide opportunities as useful community assets that can enhance the ability of local residents and businesses to live, work and play in a healthy environment.
2. Broad-based stakeholder input on the redevelopment of the sites should be encouraged, building upon existing forums and agreements, but including new parties as the project evolves. Such collaboration is likely to lead to the best outcome for all involved.
3. As sites are redeveloped and used in the future, pollution and waste should be minimized, with an emphasis on sustainability.
4. Located in industrial corridors with ongoing operation of grid infrastructure at both locations and a peaking plant at Fisk, the sites are not suitable for residential development.

# Guiding Principles

5. Redevelopment provides an opportunity to create quality, living wage jobs for residents of these communities.
6. Redevelopment of each site may include parceling the sites for more than one use, owner or occupant.
7. Neither site is intended to be used entirely as a park or open space; however, where feasible there should be public access to the river and canal.
8. Potential sources of public and private resources for reclamation and redevelopment should be identified early and actively pursued.
9. Parties involved in future redevelopment should be aware that the communities prefer clean, advanced light manufacturing, and not large scale retail, for the sites.

# Next Steps

1. Request that NRG sign on to the consensus agreement on the Guiding Principles for redevelopment, which include enhancing the health and livability of the site communities, prioritizing quality job opportunities, and encouraging stakeholder collaboration.
2. Lay the foundation for a productive relationship with the Pilsen and Little Village communities by cultivating communication and transparency in the redevelopment process.



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