

June 15, 2026

Via email to Ms. Jenna Brooker
Bridge Detroit

Dear Ms. Brooker:

In response to your June 5, 2026 email, we do understand that *Bridge Detroit* and *ProPublica* have been working on a story about the Kronos facility in Cadillac Heights. As you know, we have provided you with the following information, which we explicitly request that you include in the story:

1. Kronos engages in substantial community engagement efforts.
2. Kronos participates in the Detroit Police Department's Project Green Light program. Plant cameras feed directly into the 11th Precinct to enhance neighborhood safety.
3. Kronos is legally compliant and fully permitted. Your upcoming article should cite both: (a) the City Law Department Memo dated October 30, 2025 concluding that "*Kronos is properly zoned for its use*", "*Kronos is properly permitted*" and "*Kronos is not in violation of any City ordinances*" and (b) the November 14, 2025 EGLE inspection report concluding that "*Visual inspections of the Kronos site and documentation from Kronos provide support that the site is active in mitigating fugitive dust.*"
4. Kronos has supplied concrete to nearly all of the City's recent major infrastructure projects, including the Ralph C. Wilson Centennial Park, Michigan Central Station, the Henry Ford Destination Grand and many others.

Additional details on all of these items have previously been provided to you in our letter dated March 19, 2026 and the attachments thereto.

Regarding the statements and questions in your June 5, 2026 email, please see the responses below.

On your statements in paragraphs 1-3, negotiations on the Property Maintenance Agreement ("PMA") began in August of 2022. Agreement in principle on the concept that Crown would pay a lump sum in exchange for a blight clearance was reached well before the PMA was finally executed in November 2022. Moreover, the resolution of that issue expressly realized that the "Parties dispute the amount of unpaid inspection fees, fines, invoices, violations and/or judgments" and that "Some of the unpaid inspection fees, fines, invoices, violations and/or judgments are contested by Crown and are in the Department of Administrative Hearings and appeals process."

Regarding the PMA itself, please see the paragraph in our March 29, 2026 letter entitled "The Property Maintenance Agreement eliminates blight" for our views on the PMA. Further, if your article states that the PMA is the "first of its kind", your article should also mention that other large landowners in the City have subsequently entered into similar agreements. The benefits are obvious. Agreements such as the PMA reduce blight, increase compliance, and ensure the City's

collection of all required fees. They also allow for reasonable and effective communication between the City and landowners regarding required registration, inspection, and fees.

On items 4-6 in your email, it is true that Crown has acquired property in Cadillac Heights through both private sales and under the Property Exchange Agreement (“PEA”).

Regarding the private sales, we refer you to our May 21, 2024 letter where we explained “our average acquisition price for privately-owned houses in this area during 2022-2024 was \$114,358.42”. On the date of that letter, the Redfin website, which you had quoted in your May 17, 2024 article, indicated that the average house value in Cadillac Heights was about \$33,000. Put simply, the private sales were willing buyer, willing seller transactions where the sellers, on average, received a windfall compared to the average value in Cadillac Heights.

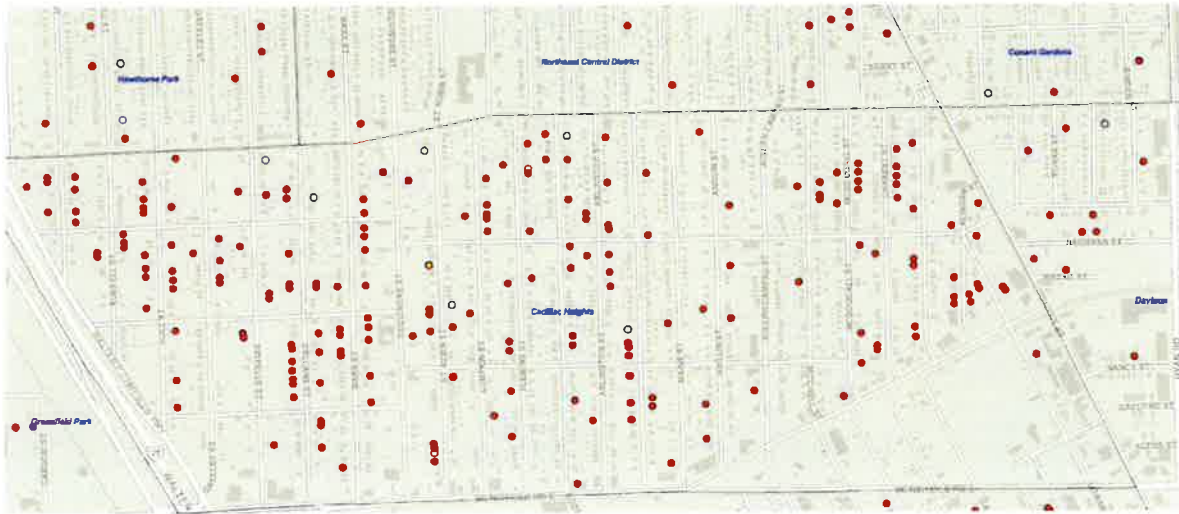
On the PEA, it is not accurate to say the City “turned over dozens of properties to Crown” as it implies that the City received nothing in return. Instead, Crown conveyed to the City 82.2 acres of property. At the time of the sale, Crown had leased that property to Fiat Chrysler Automobiles (“FCA”) under a ten-year lease with annual rent of \$3,000,000 with annual 2.5% increases. In exchange for conveying this valuable property, Crown agreed to accept a combination of cash and land from the City. Some of the land – approximately 2.68 acres – was in Cadillac Heights. The parties agreed to value this land at \$233,482, or \$87,120 per acre, which was far above 2019 market prices.

This transaction allowed the City to assemble the 215 acres necessary for FCA n/k/a Stellantis to build the Mack Detroit Assembly Complex, the first new auto plant in Detroit in over 30 years. Stellantis invested over \$2.5 billion at this site. Today it employs approximately 4,100 workers in the City of Detroit.

Every one of the properties constituting the 2.68 acres was vacant. Many had abandoned, blighted homes on them. Crown, at its own expense, demolished all of the vacant houses. As it relates to this effort, your article should note that the City has undertaken a massive, voter approved, taxpayer-funded, effort to demolish vacant houses.

Proposal N was passed in 2020, and by 2025, the City had demolished over 8000 vacant houses using public funds. One of the drivers of that effort was public safety. Vacant, open, or structurally unsound houses create hazards. The City of Detroit emphasizes that removing these structures helps eliminate dangers such as trespassing, collapsing buildings, and other risks associated with crimes. Several peer-reviewed studies suggest that demolishing vacant houses helps reduce crime. Crown’s privately-funded demolition of these vacant houses compliments the City’s publicly-funded efforts – and these properties all go back on the City property tax roll.

Pursuant to the voter approved, tax payer funded Proposal N, you can see below that the City itself demolished hundreds of vacant houses in Cadillac Heights:



This information is accessible at <https://detroitmi.gov/departments/construction-and-demolition-department/demolition-data>.

The points to be made are:

1. Demolishing vacant houses was so important to City voters that they passed a tax increase to accomplish that goal.
2. Crown's privately-funded efforts to remove vacant blighted houses is consistent with and furthers the goals of this voter-approved initiative.
3. In implementing this voter-approved initiative, the City has demolished many more homes in Cadillac Heights than Crown has.

On items 7-8 in your email, it is true that tickets have been waived in circumstances where the City did not follow the notice and opportunity to cure provisions in the PMA. In those instances, Crown or Kronos eliminated the violation within the cure period, which furthers the goal of the property maintenance code – compliance.

More importantly, in order to stay in compliance, Kronos has implemented a street sweeping and watering protocol at the plant. The plant yard and surrounding streets are swept *daily* by a third-party vendor. The plant yard and surrounding streets are watered *hourly* during operational hours. The costs to implement these measures include: (1) water truck \$200,000, (2) onsite water tank \$100,000, (3) additional sewer connection for water \$100,000, (3) full time union employee to operate water truck \$60,000, (4) fuel to operate water truck \$1000/week and (5) third-party street sweeper \$2500/week.

Regarding 17361 Moran, I have attached the purchase order to demolish the vacant, blighted structure. We are waiting for utility disconnects to complete the demolition. Once the utility companies issue the disconnects, our contractor will demolish the house.

On items 9 and 10, it is true that we are waiting on City approval for the road closures to complete our improvements. Once the City approves the road closures, we will make the improvements, which will greatly benefit the surrounding area. On late night operation, those operations are rare, but legal. Please see Part IV City Code, Chapter 16, Article I, Division A.

On items 11-14, it is true that Crown has acquired the properties from the sellers you identified. Further, it is true that our air monitors have never shown levels exceeding City requirements. That data is provided to the City. We cannot comment on "JustAir" or its monitors, or where they are located because we do not have any information regarding JustAir or its monitors. On the complaints, we know from being in the community every day that a very small number of people regularly complain, and that the vast majority of the community supports Kronos, our investment in the community, and the creation of jobs and infrastructure in the City. Further, we believe that some – but not all – of the people who complain are motivated by financial gain or have political motives.

Finally, on your questions, we respond as follows.

The investment in Kronos consists of land, demolition costs, concrete trucks, central mixers, batching machines, aggregate bins, weigh systems, screw conveyors, belt/skip conveyors, PLC/automation cabins, sensors, quality control systems, foundations, mixer platforms, drainage, utilities, water supply, electrical service, truck access, stormwater systems, construction permits, environmental permits, assembly costs, electrical wiring, calibration, system testing, operator training, design, planning, insurance, measures to mitigate fugitive dust and continual air monitoring.

On land ownership, please see the PMA, which you attached to your email. Regarding the amount of land Crown owns in Cadillac Heights, it is approximately 24 acres. We settled with Mr. Tomasz by purchasing his house for \$150,000. His house is directly across from the plant, and will serve as additional buffering. On your questions about private purchases, the average purchase price as of March of 2024 was over \$114,000. It has increased since then. Regarding the Wayne County Commission, we were unaware of its resolution. However, we are absolutely certain it did not have all relevant information. We will send the Commission the City Law Department Memo and the EGLE Inspection Report, both of which provide that Kronos is legally compliant. Finally, CTC Concrete will proudly supply infrastructure projects in Canada with concrete.

Sincerely,


Ken Dobson



12225 Stephens Road
Warren, MI 48089

PURCHASE ORDER

UPDATED: 07-May-26
ORDER DATE: 07-May-26

P.O. NUMBER
152575-26445

VENDOR :

BILL TO:

Crown Enterprises LLC
VIA EMAIL ONLY

PROJECT SITE(S):

Vacant Residential
17361 Moran Street
Detroit, MI 48212

PHONE:

EST. DELIVERY DATE:

08/07/26

SITE CODE:

26445

DESCRIPTION	QTY.	UNIT PRICE	EXTENDED PRICE
Scope of Work to include, but not be limited to the following: +Provide material, labor, equipment, supervision, safety provisions and insurance required to complete the Project; +Terms and Conditions for Purchase Orders Issued for Construction, Installation, Repair Work or Demolition to be performed on Our Premises, is incorporated as part of this purchase order [8-pages]; +Asbestos Inspection report, dated 05/07/2026, as prepared by [REDACTED] job #2610388 [26-pages]; for 17361 Moran +All permit costs are the responsibility of this vendor; provide copy of permit for our file, including approval / final / close-out documentation of same. +Perform all asbestos abatement, including notification(s), documentation and testing as required. +Obtain disconnects; cut and cap all utilities as required. +Complete demolition of property, including adjacent lots, landscaping, patio, walk(s), slab(s) on-grade and below-grade foundations, per local ordinance. Remove all fencing, tree(s) and stump(s) completely from property limits. +Import fill as required to provide positive drainage without ponding, grade smooth, and stabilize site from future erosion, until grass is fully established on the property. Purchase Order includes legal disposal of all debris off-site and restoration of disturbed site areas in accordance with authorities having jurisdiction.	1.00		
<i>PAYMENT TERMS: 4th DAY 2nd MO on INV Receipt</i>			
Approved / Written By: [REDACTED]	SUBTOTAL		\$ [REDACTED]
Agreed to by (signature): [Signature]	FREIGHT		INCLUDED
	TAX		INCLUDED
Printed Name: [REDACTED]	Date: 5/11/26	TOTAL	USD \$ [REDACTED]
THIS PURCHASE ORDER IS ONLY VALID FOR 30 DAYS UNLESS INDICATED OTHERWISE ON THIS DOCUMENT			