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PERSPECTIVE | JANUARY 2025

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# The Hidden Industry Beneath Our Feet

*Why Soil Remediation Is the Next Big Opportunity*

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*Originally published on [legacyholdings.us](https://legacyholdings.us)*

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Prepared by American Gridwork Partners, LLC

*January 2025*

## SECTION I

# The Problem Beneath the Surface

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When most people think about land development, their minds jump to blueprints, cranes, or zoning boards. But the real story often begins far below the surface — in the soil itself. As Legacy Holdings continues to pursue high-margin, essential service industries across the Southeast, one sector has emerged with enormous promise and surprisingly little competition: soil remediation and geotechnical services.

This industry is growing fast. It's technical. It's often regulatory-driven. It's full of inefficiencies ready to be optimized. And perhaps most importantly, it's essential. We believe soil is quickly becoming one of the most underappreciated areas in the built environment, and we're incredibly excited about the companies beginning to emerge around it.

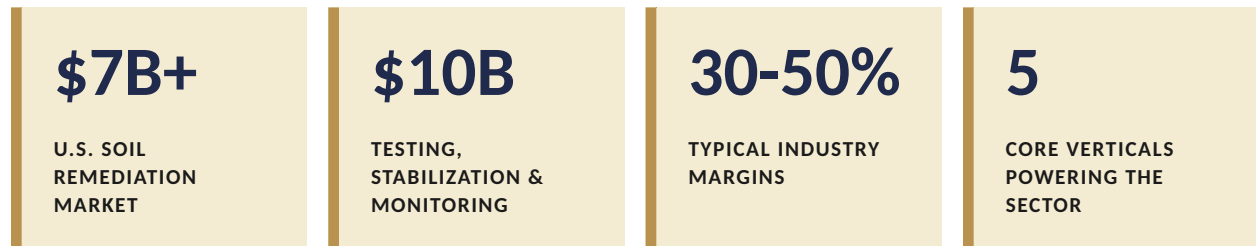
In markets like Nashville and cities across the Southeast, one recurring issue continues to challenge developers: bad dirt. Land parcels that look like promising infill opportunities often turn out to be riddled with hidden issues — buried debris, unstable fill, or worse, chemical contamination. Developers may only learn this after they've acquired the land, forcing them into costly delays or full-blown remediation projects just to make the site usable. Tennessee and surrounding regions are especially known for soil-related surprises, thanks to a combination of clay-heavy terrain, industrial history, and rapid urban growth. As developers move further into underutilized or aging land, the need for remediation, testing, and soil management is growing.

## SECTION II

# The Numbers Behind the Opportunity

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While the public rarely thinks about it, soil services are a multi-billion-dollar ecosystem quietly supporting real estate, infrastructure, and environmental progress. Four numbers frame the market:



**This is not a trend. It's a systemic need — one that's growing by the day.**

Demand is driven by urban infill, infrastructure investment, and EPA compliance, all long-term trends. The U.S. soil remediation market alone exceeds \$7 billion. Add another \$10 billion for testing,

stabilization, and monitoring. Margins across the industry typically range from 30 to 50 percent. And we're just getting started.

### SECTION III

## Five Verticals Inside the Dirt Industry

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These are the core verticals where we're seeing opportunity, each critical to unlocking the next phase of growth across the South.

01

### Soil Testing & Certification

Before permits can be issued or financing approved, land must be professionally tested and certified. Firms that provide compaction tests, contamination reviews, and geotechnical reports are mission-critical partners to developers and municipalities.

02

### Soil Remediation & Dirt Cleaning

From industrial sites to stormwater runoff zones, soil contamination is more common than people think. Companies that offer thermal treatment, stabilization, or bioremediation play a direct role in bringing land back to life — and can often resell cleaned soil to further boost margins.

03

### Excavation & Dirt Removal

Removing "bad" dirt and replacing it with certified fill is its own specialized field. Some firms even own the dirt they're replacing, creating a compelling buy-sell loop.

04

### Recycled Dirt & Aggregates

Construction waste, gravel, and even certain soil types can be cleaned, repackaged, and sold for use in roads, landscaping, and utilities. This emerging market is highly recurring and ideal for infrastructure-oriented growth.

05

### Hazardous Material Testing

With tighter regulations around heavy metals, hydrocarbons, and landfill proximity, demand is growing for firms that test, certify, and ensure EPA compliance on both public and private projects.

### SECTION IV

## Recurring Revenue, Not One-Off Jobs

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What makes this space even more attractive is its repeatability. While many think of excavation or soil testing as one-time events, the best businesses in this space operate like infrastructure service providers with steady, subscription-style revenue.

- **Ongoing soil monitoring.** Many projects require quarterly or annual testing long after initial development.
- **Remediation contracts.** Environmental cleanups can last years, with stable, recurring cash flow.
- **AI-driven soil analytics.** Real-time data from sensors and geospatial modeling offer a high-value tech layer to an otherwise analog industry.
- **Blockchain compliance tools.** Immutable soil history and remediation data are becoming critical for developers, governments, and insurers.

## SECTION V

# Why Technology Is Changing the Game

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Traditionally, this industry has been paper-based and equipment-heavy. But that's changing — fast.

- **AI models** can now predict instability and contamination risks with high accuracy.
- **Digital platforms** make customer communication and regulatory reporting seamless.
- **Blockchain records** provide transparency in an increasingly regulated space.

The companies that embrace this shift will outpace legacy competitors, and Legacy Holdings is committed to helping them do just that.

## Where We're Focused

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Legacy Holdings is actively seeking businesses in soil testing and geotechnical engineering, excavation and recycled dirt supply, environmental remediation and clean fill operations, and technology-forward soil data or AI firms. Our goal is to build a network of companies across Tennessee, North Carolina, Virginia, and Colorado that serve this essential and expanding need. We're not interested in flipping excavation companies. We're looking to build long-term, regional champions who understand the role soil plays in shaping the future of our communities.

The next great infrastructure opportunity won't be built above ground. It will begin beneath it. Whether it's clean soil, recycled fill, or AI-powered testing, the soil remediation sector is on the verge of a major transformation. And Legacy Holdings is ready to lead that transformation from the ground up.

***Great companies, like great buildings, start with a strong foundation.***

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*Benjamin Krall is the Founder and Managing Partner of American Gridwork Partners (AGP), a platform company of Legacy Holdings United, LLC, executing a buy-and-build strategy across the*