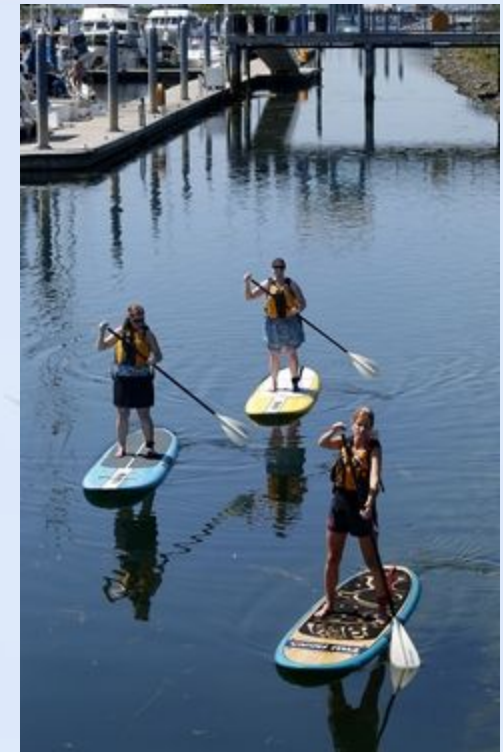


# The Everett Shipyard Site:

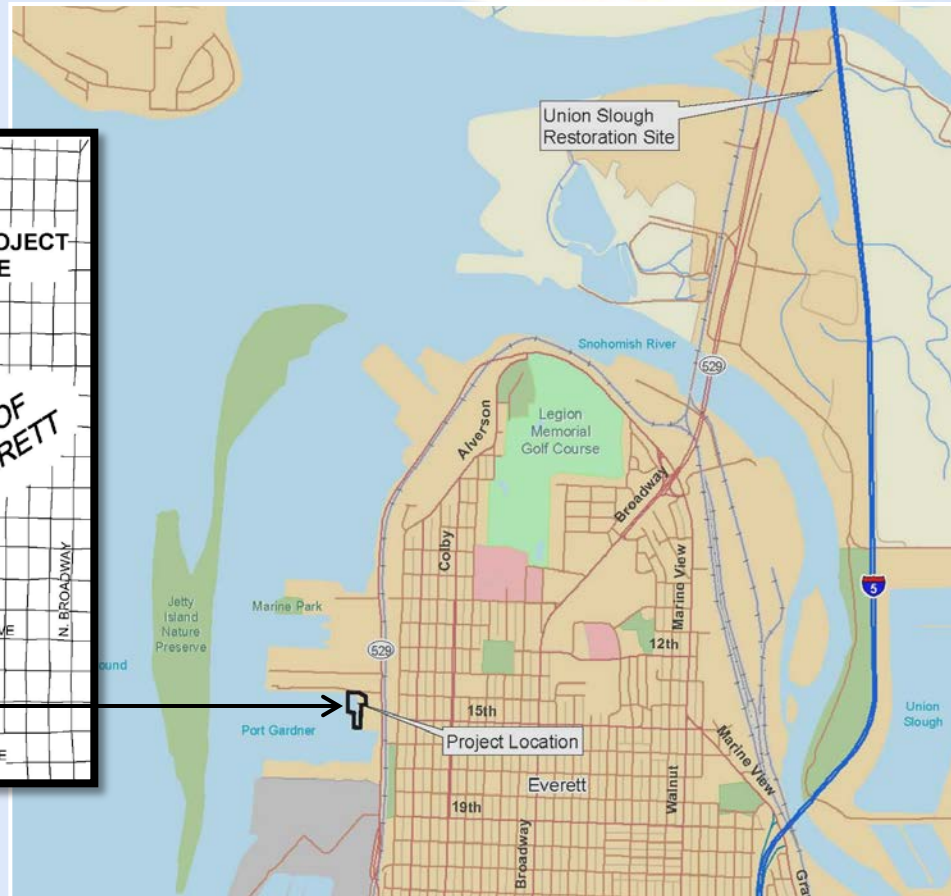
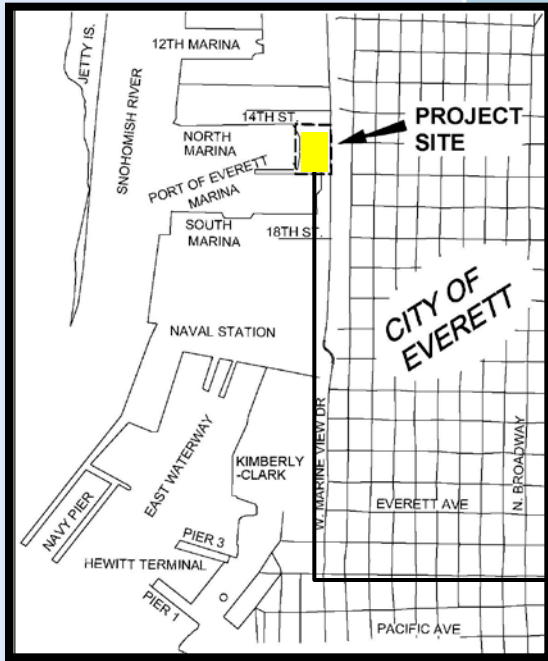
## *A Case Study in the Benefits of Integrating Environmental Cleanup with Redevelopment*



**Erik Gerking, L.G., PMP – Port of Everett**  
**Larry Beard, P.E., L.G. – Landau Associates**


**WEDA Pacific Chapter Annual Conference**  
**October 23, 2014**

# Project Location





# Outline




- Port of Everett Cleanup Program and Waterfront Place Redevelopment Overview
  - Site History
  - Project Overview
  - **Benefits** of Integrating Cleanup and Redevelopment
  - Takeaways
- 

# Port of Everett Cleanup Program Overview

- Strong partnership with Ecology – symbiotic
- Comprehensive and systematic approach
- Prioritized program that fits in Strategic Plan
- Firm understanding of how to deliver value
- Operating Philosophy
- Team oriented
- Goal oriented



# PSI SITES – Port and Ecology Partnership

-  Port is involved
-  Port is not involved
-  ASARCO Upland (Residential)

AO = Current or impending Agreed Order

CD = Consent Decree

\*Previous Consent Decree for Weyerhaeuser Mill Cleanup; ASARCO Lowlands cleanup Site overlays the consent decree area.



# Cleanups: Implementing Port Strategy

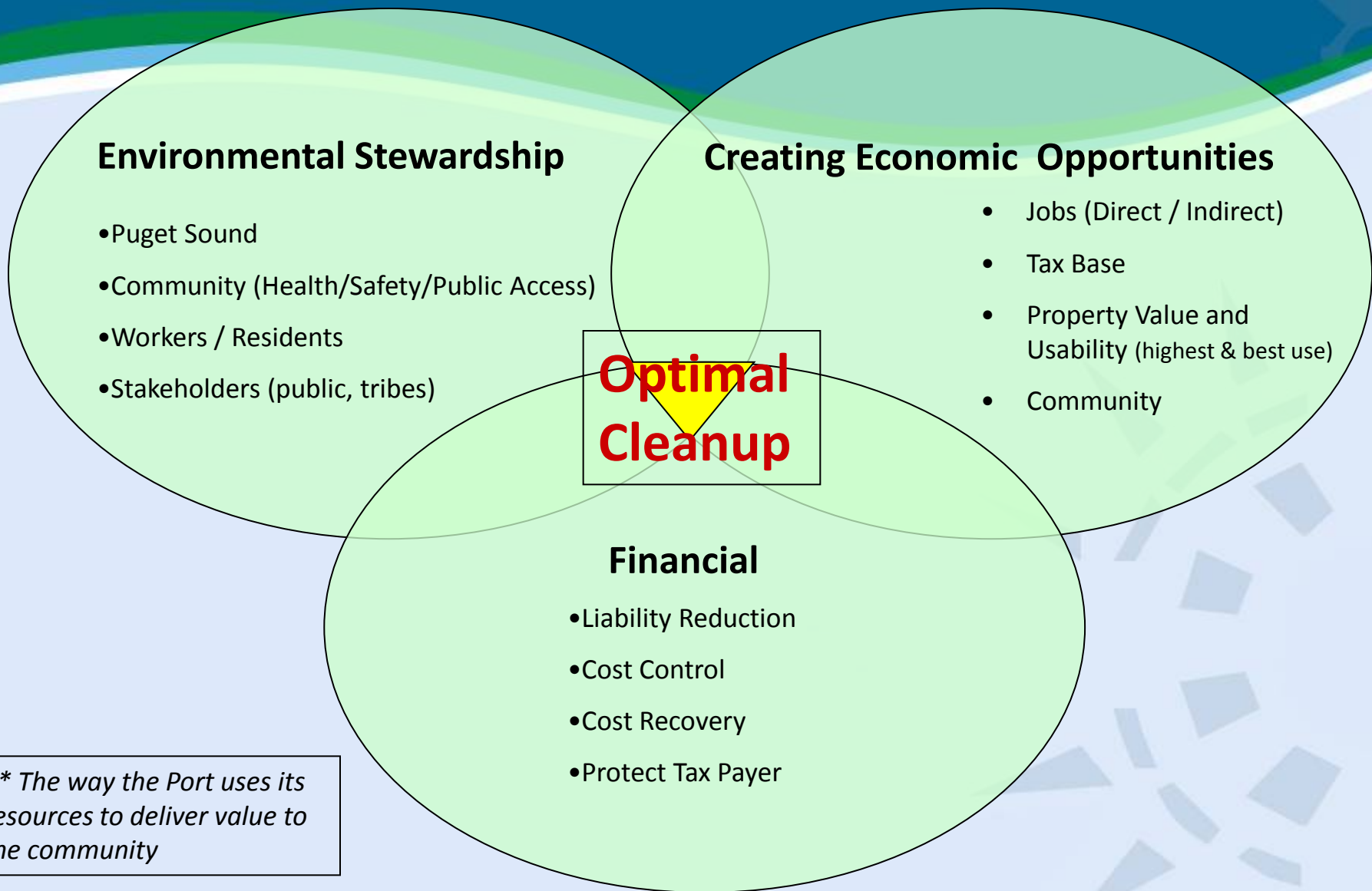
## *Cleanups Support Each Strategic Goal*

### **Strategic Goals:**

- Sustainable Performance (Goal 1)
  - Return Brownfields to productive use leading to a strong, healthy, vibrant Port and community
- Lines of Business Goals (Goals 2-4)
  - Integrated support for:
    - Marine Terminals (Goal 2)
    - Properties (Goal 3)
    - Marina (Goal 4)
- Community Engagement and Outreach (Goal 5)
  - Accountable and transparent process with community input
- Environmental Stewardship (Goal 6)
- Appropriate Public Access (Goal 7)
  - Remove Brownfield “stain”

**Conclusion: Strong value for Port and Community**

# Value Proposition



## Environmental Stewardship

- Puget Sound
- Community (Health/Safety/Public Access)
- Workers / Residents
- Stakeholders (public, tribes)

## Creating Economic Opportunities

- Jobs (Direct / Indirect)
- Tax Base
- Property Value and Usability (highest & best use)
- Community

**Optimal  
Cleanup**

## Financial

- Liability Reduction
- Cost Control
- Cost Recovery
- Protect Tax Payer

*\*\* The way the Port uses its resources to deliver value to the community*

# Port Cleanup Operating Goals & Philosophy

- Lead the cleanup projects
- Integrate development and cleanup strategy
- Bring sites to closure effectively and efficiently
- Maintain good working relationship with Ecology (Strategic Partnership)
- Cost Control (preserve and enhance cash flow)
  - Effectively utilize legal and technical resources
  - Leverage funding strategies (e.g., grants, environmental insurance products, PLP contributions, etc.)

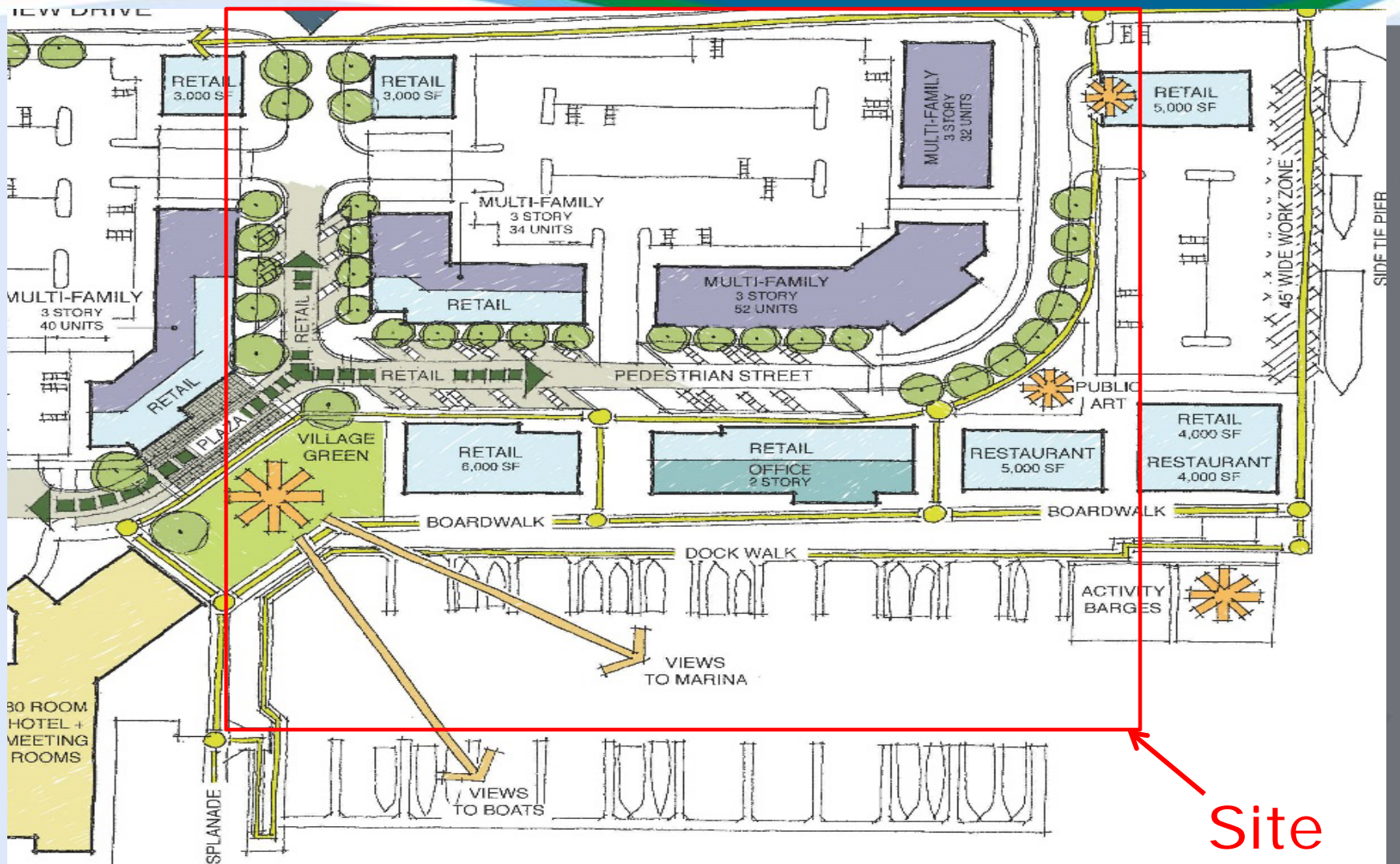


# Waterfront Place Central Redevelopment Site

- 65 upland acres
- Former light to heavy industrial marine uses
- 6 Cleanup Sites
- 95% Cleaned up by acre



# Waterfront Place Central Everett Shipyard Site - Village Heart





# Project Strategy

In addition to the high quality, thorough characterization and cleanup:

- Leverage cleanup with infrastructure/redevelopment
- Expand design and permitting to leverage permitting opportunities

# Site History

**(Larry – I suggest you just say this with the photo up)**

- Operated as a boatyard/shipyard from 1947 through 2009
- Conducted boat building, maintenance, repair and fabrication
- Operated a marine railway
- Tide grid and boat haul-out also contributed to sediment contamination



# Regulatory History

**(Larry – I suggest you just say this with the photo up)**

- Listed as a State cleanup site in 1992
- Phase I environmental site assessment (ESA) conducted in 2001 by Port
- Phase II ESA conducted in 2003 by Port
- Tenant conducted RI/FS in 2008 – 2011
- Final cleanup action plan (CAP) issued by Ecology in 2012
- Port settled with Tenant in 2012 and assumed responsibility for implementing cleanup
- Upland portion of site cleaned up in 2013

# Everett Shipyard Site – 2006 Aerial Photo



Everett Shipyard Bld.

Everett Engineering Buildings

Former Fish Processing/Storage

Former Net Dipping

Former Net Shed (Removed)

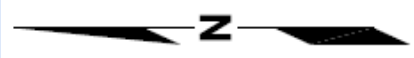
Wood Shop

Travel Lift (Haul Out)

Marine Railway

Former Tidal Grid

- ▲ AST
- ◆ UST
- Approx. Outfall Locations
- Approx. Lease Area





# Extent of Contamination



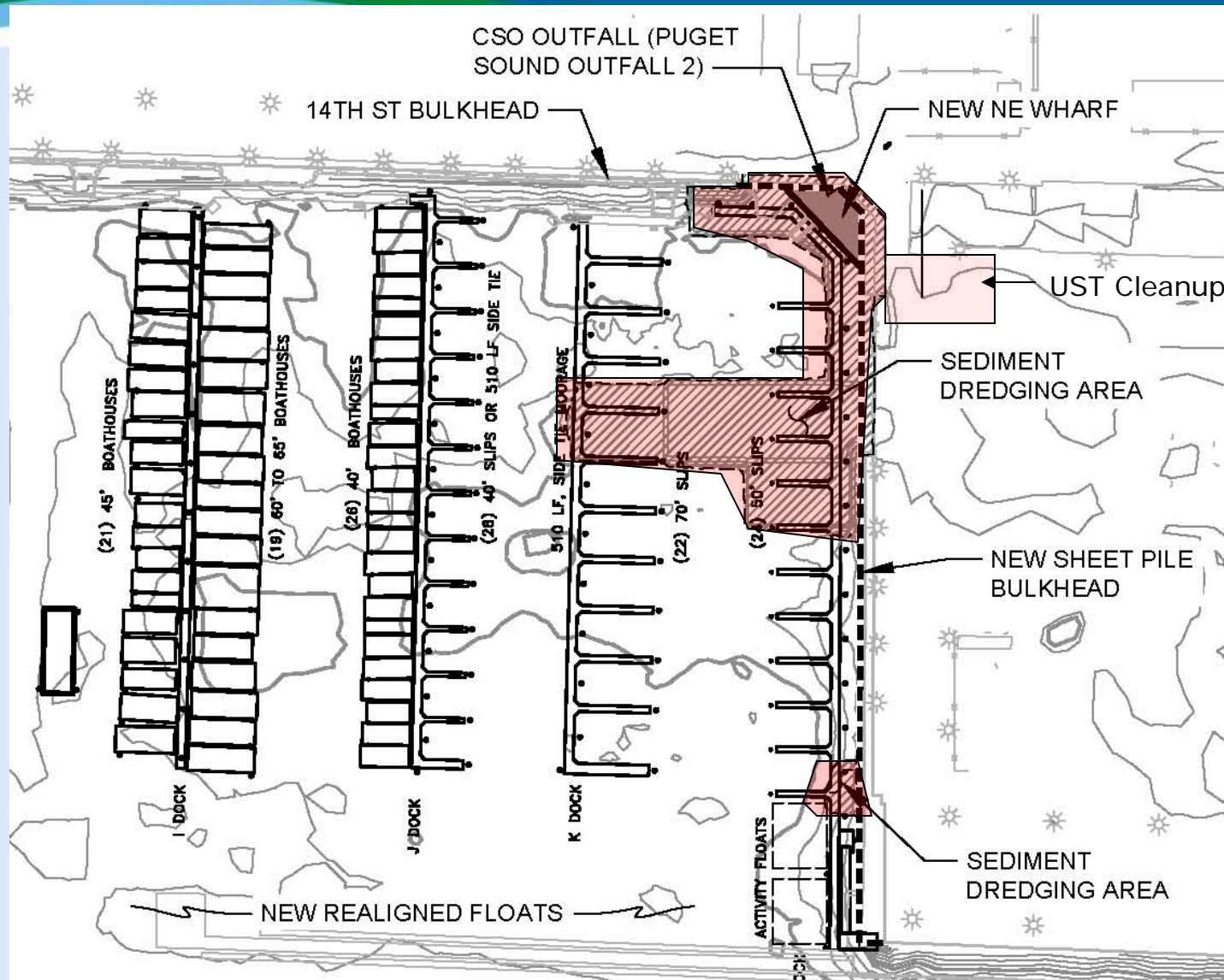
# Project Overview

- Cleanup (Phase 1):
  - Sediment dredging: 11,000 CY
  - Contaminated soil removal: 5,000 CY
  - Reconstruct 360-ft of bulkhead
  - Remove nearly 700 creosote treated piles
  - Remove 5 old docks and haul-out wharf structure
  - Construct 360-ft of enhanced public access
  - Relocate City stormwater infrastructure to facilitate development plan
- Central Marina Improvements (Phases 2 and 3):
  - Re-aligned Marina (Including 4 new docks)
  - Overwater viewing public platform
  - 450-ft of bulkhead
  - Public access esplanade



# Multi-Phase Project

## Key Project Elements

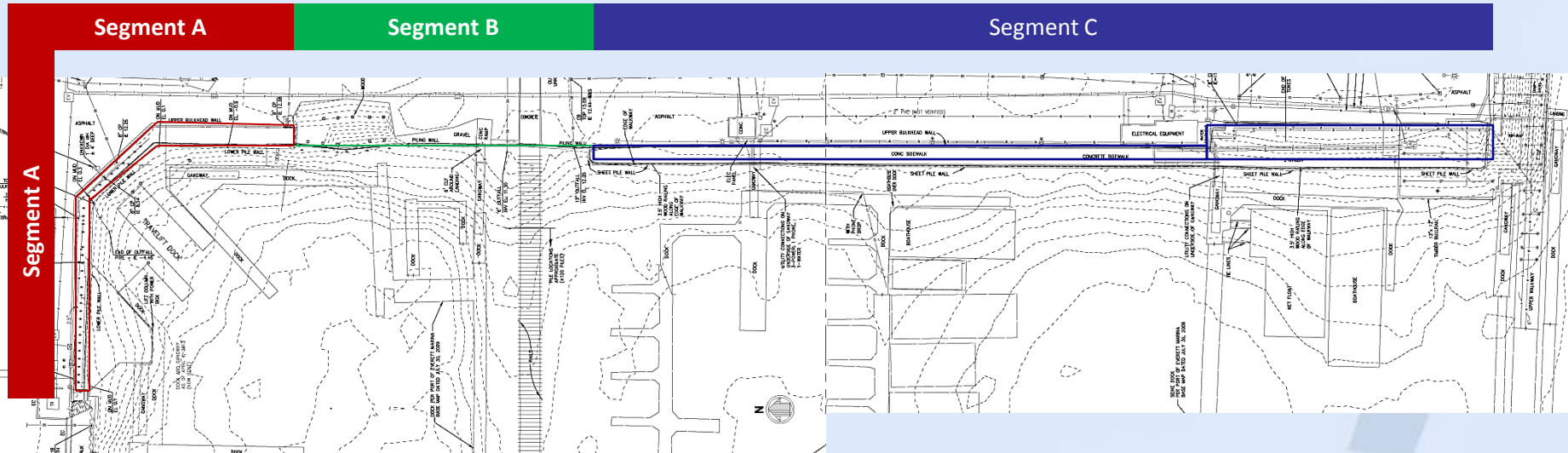


# Marine Railway





# Existing Bulkhead



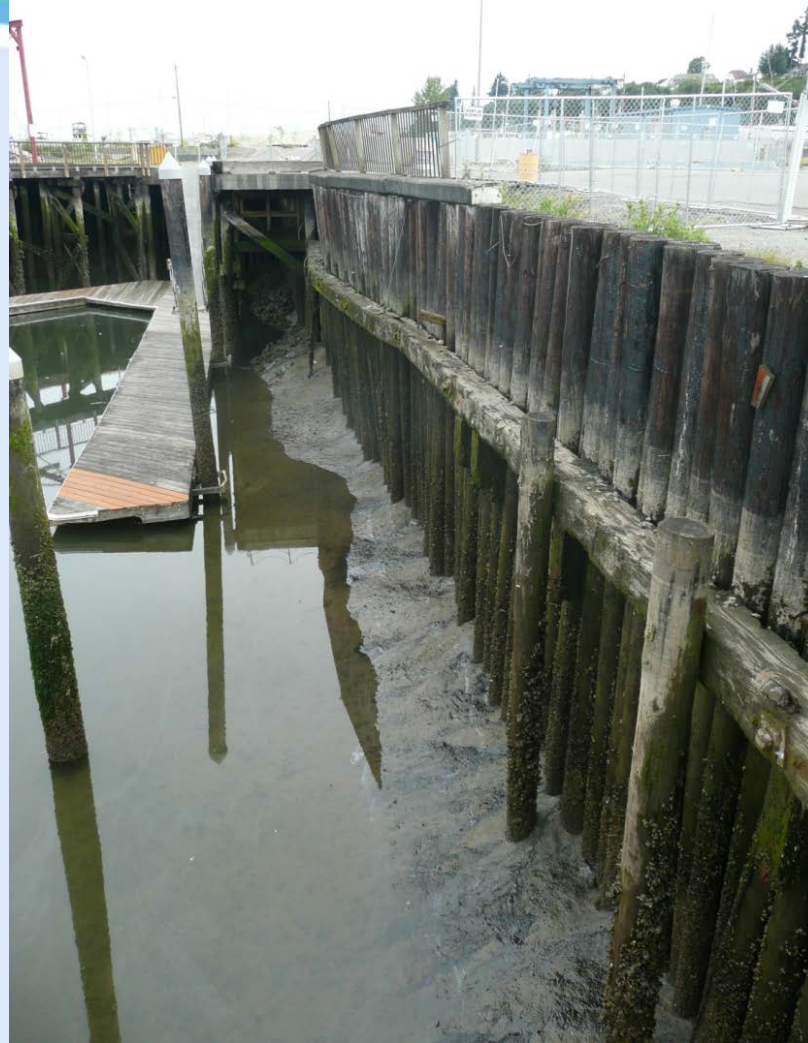
- Pre 1960s timber construction
- Combination of 4 different structural system

# Travel Lift/Boat Haul-Out Segment A Bulkhead

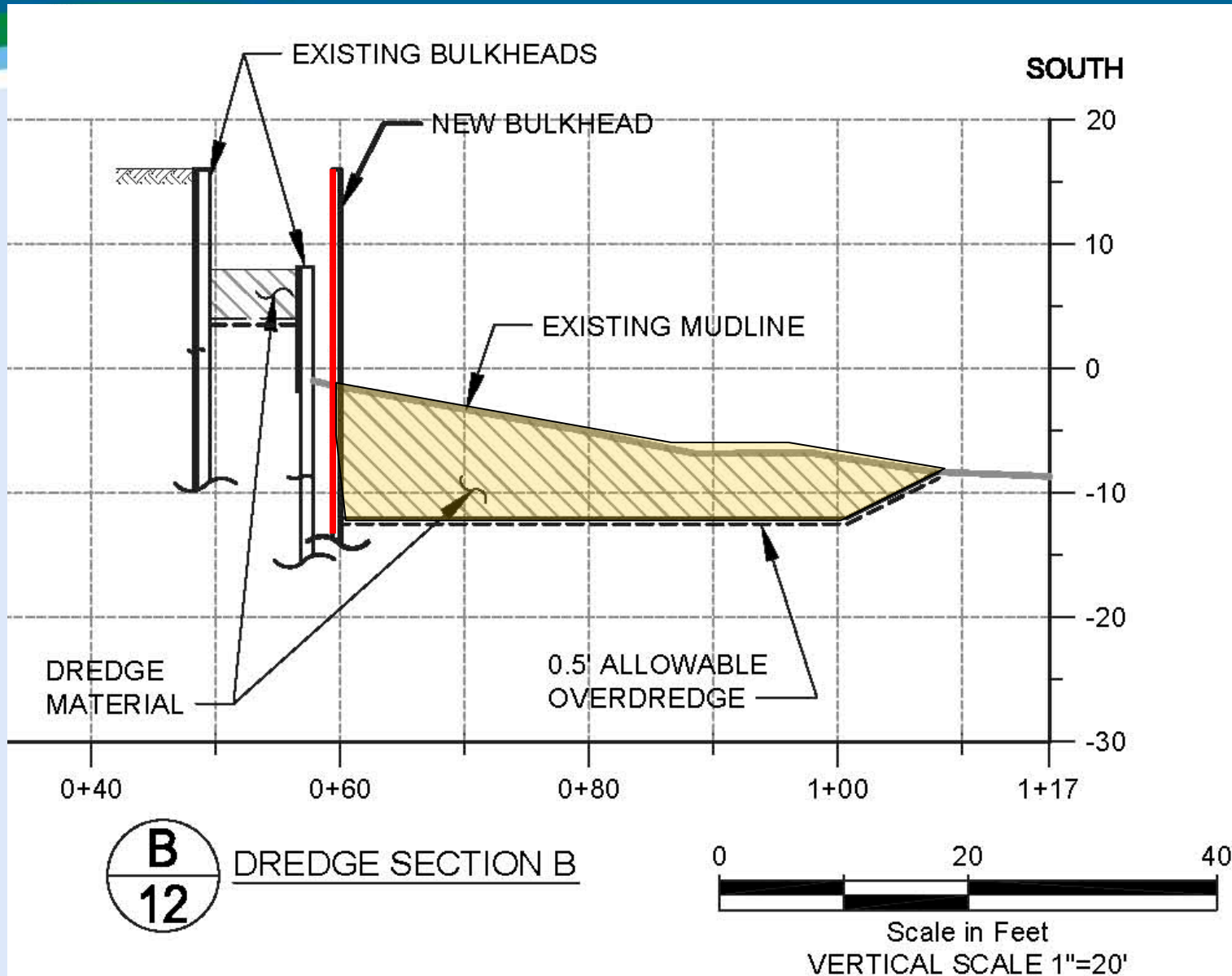




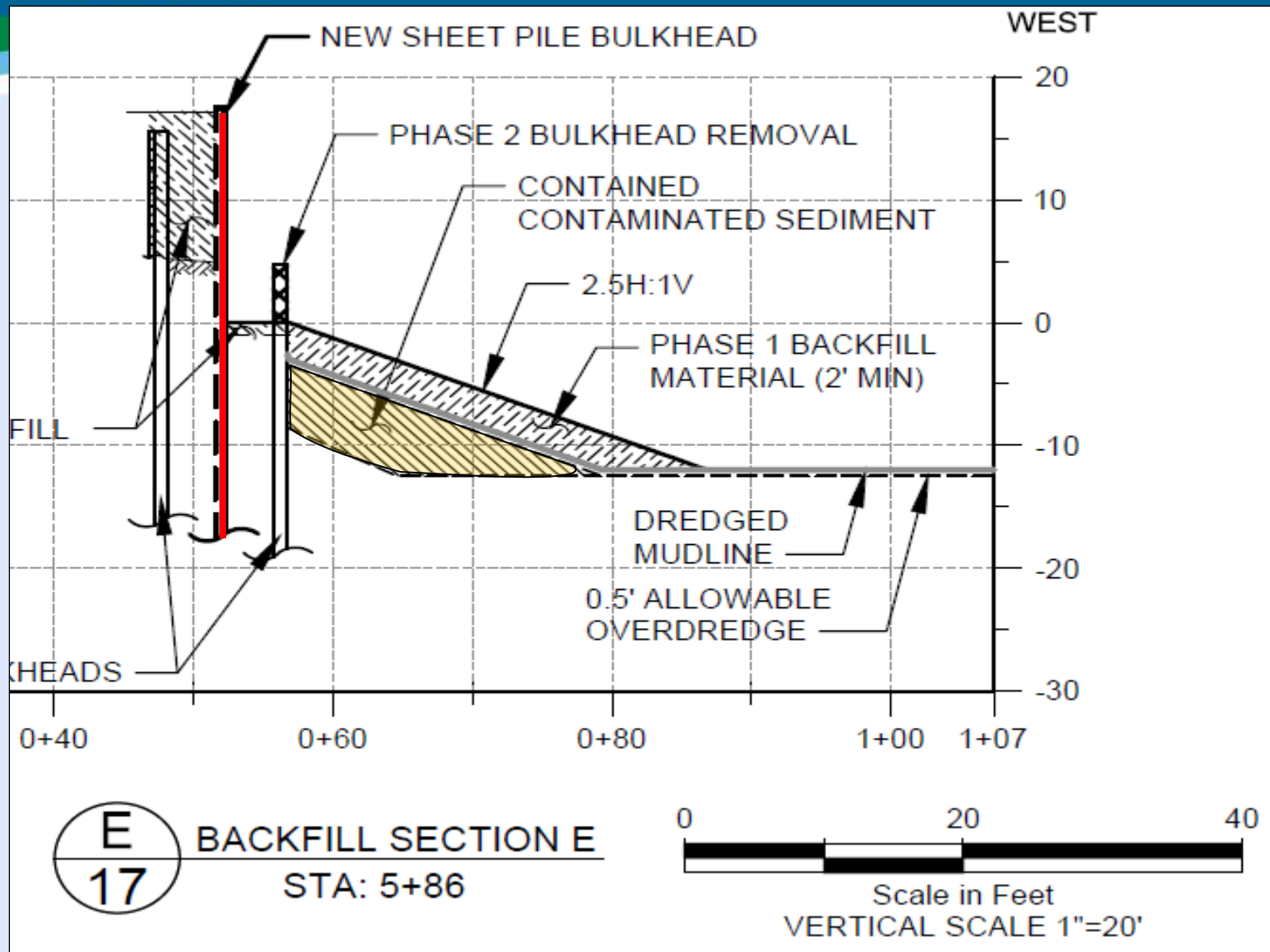
# Segment B Bulkhead



# Dredge Cross Section - Segment A



# Dredge Cross Section – Segment C



# Benefits of Integrated Cleanup and Redevelopment

- Financial
- Permitting
- Schedule



# **Financial** Structure of Integrated Cleanup Project

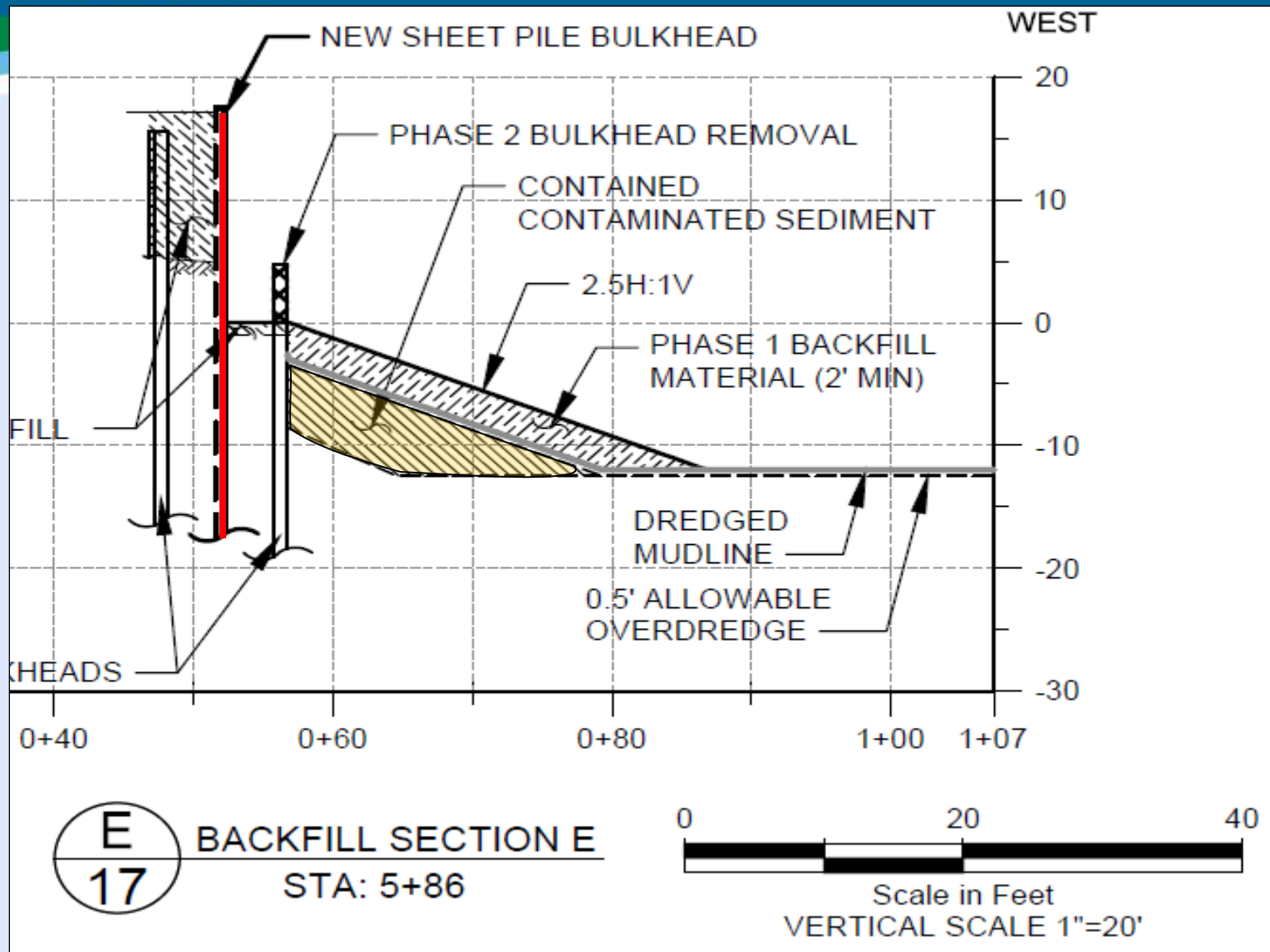
- Total ESY Cleanup Project Cost ~ \$11M
- External Funding Sources:
  - Settlement with Everett Shipyard ~ \$4M
  - Ecology Remedial Action Grant ~ \$4M
  - City of Everett ~ \$300K
- In-Water Cleanup Construction Costs ~\$6.2M
- Est. cost of non-cleanup infrastructure that was permitted with in-water cleanup ~\$22M

# **Financial** Benefits of Integrated Cleanup and Redevelopment

**(Larry I recommend deleting this slide and carefully touching on these sentiments in the previous slide)**

- Port Receives a 50 % grant for all cleanup related expenses
- WDOE grant funding applied to a number of project elements required for both cleanup and redevelopment
  - Demolition of marine infrastructure (marine railway, boat haul-out, marina floats and pilings)
  - Replacement of bulkhead Sections A and B (360 LF)
  - Dredging/disposal of contaminated sediment (11,000 CY)
  - Replacement of outfalls and utilities
- **WDOE was pragmatic in cleanup design decisions because State funding involved**
- **Port redevelopment costs were reduced by about \$ \_\_\_\_\_**

# Dredge Cross Section – Segment C



# Permitting Benefits of Integrated Cleanup and Redevelopment

- Environmental cleanup considered inherently beneficial to marine habitat by USACE and resource agencies
- Because environmental cleanup lead the project, the permitting and technical team had high expertise
- Involvement of WDOE as project sponsor provided programmed assurances to other permitting agencies
- USACE issued a Nationwide 38 permit for environmental cleanup and Letter of Permission for non-cleanup redevelopment elements



# **Schedule** Benefits of Integrated Cleanup and Redevelopment

- Early coordination with USACE minimized permitting time
- Obtained USACE acceptance of mitigation credits prior to submittal of JARPA
- Held pre-application meeting 3 months in advance of JARPA submittal, and modified design based on meeting
- **Demonstrated significant** environmental benefits of the project (removal of contaminated sediment, creosote wood, over-water shading) in JARPA and meetings
- Frequent coordination calls with USACE
- Obtained permit within 7 months of JARPA submittal

# Takeaways

- Intra-Organizational alignment is key:
  - Is the cleanup aligned with other strategic goals
- Understand and care for the interests of your partners
- Identify common goals that project partners can achieve together
- ESY is a great example of how a dredging cleanup project can integrate with and benefit broader development goals
- Environmental cleanup is inherently beneficial to the marine environment and integrated redevelopment can benefit from the association during permitting
- Permitting can be streamlined through project integration, early/frequent coordination with the USACE, and involvement of the cleanup agency (WDOE) during permitting

**Thank you!**  
**Questions? Comments**

