

PORT OF EVERETT

We Provide Value: We Create Economic Opportunities

Embracing the Environment to Propel Port Property Development

American Association of Port Authorities Real Estate Seminar

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Where is Everett?



About the Port of Everett

- The Port District and boundaries formed in 1918; serves nearly 100,000 people
- Special Purpose District 'economic development' governed by three commissioners
- Everett's customs district ranks first in the state at \$25.7 BILLION in exports (including airplanes), and it is the 3rd largest container port in the state (a distant third)
- Operate three lines of business and homeport to Naval Station Everett



Commission Commitment



It is in the best interest of the community and the Port to turn these brownfield sites into economic assets, which is why we have taken an aggressive approach to our environmental cleanups. These cleanups don't get less expensive or less complex.

Project Drivers



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Why Cleanup Now?

Waterfront
Redevelopment

Everett's Industrial History



Puget Sound
Initiative

Funding

Puget Sound Initiative

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

AO = Current or impending Agreed Order

CD = Consent Decree



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 cleanup partners
- 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.)

Communication, Communication ...

- Environmental, Business and Tribal Stakeholders
- Community Leaders and site users
- Media Outreach and handouts
- Digital Communications, such as social media and the website
- Newsletters and construction updates
- Community Events

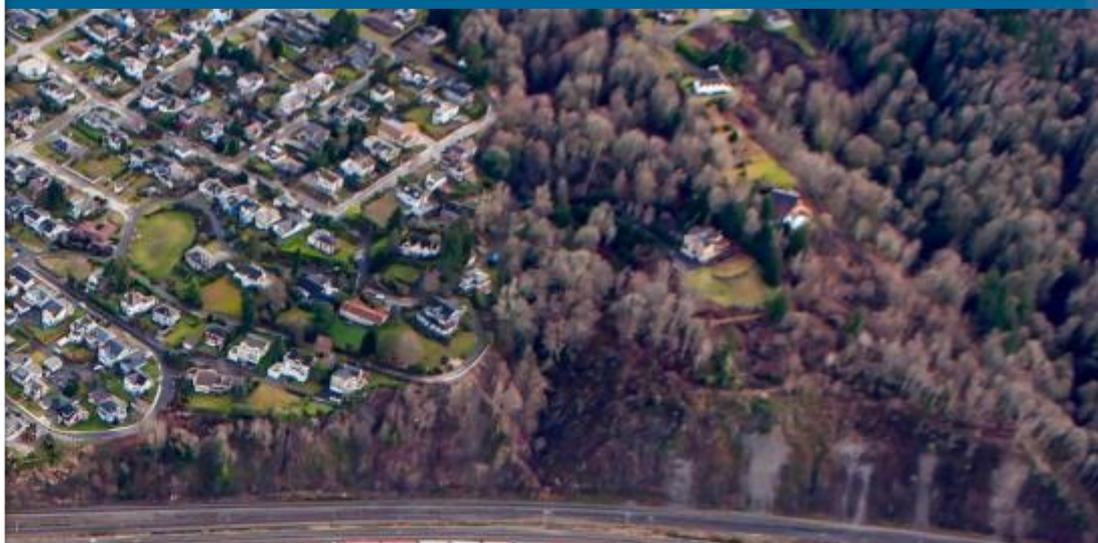
Contamination - Restoration - Transformation

Aligning our cleanups
with Priorities



Weyerhaeuser Mill-A Site

1930s – 1979



**The Goal:
Preparing for Larger Ships**

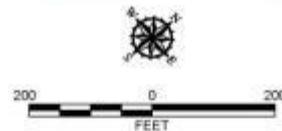
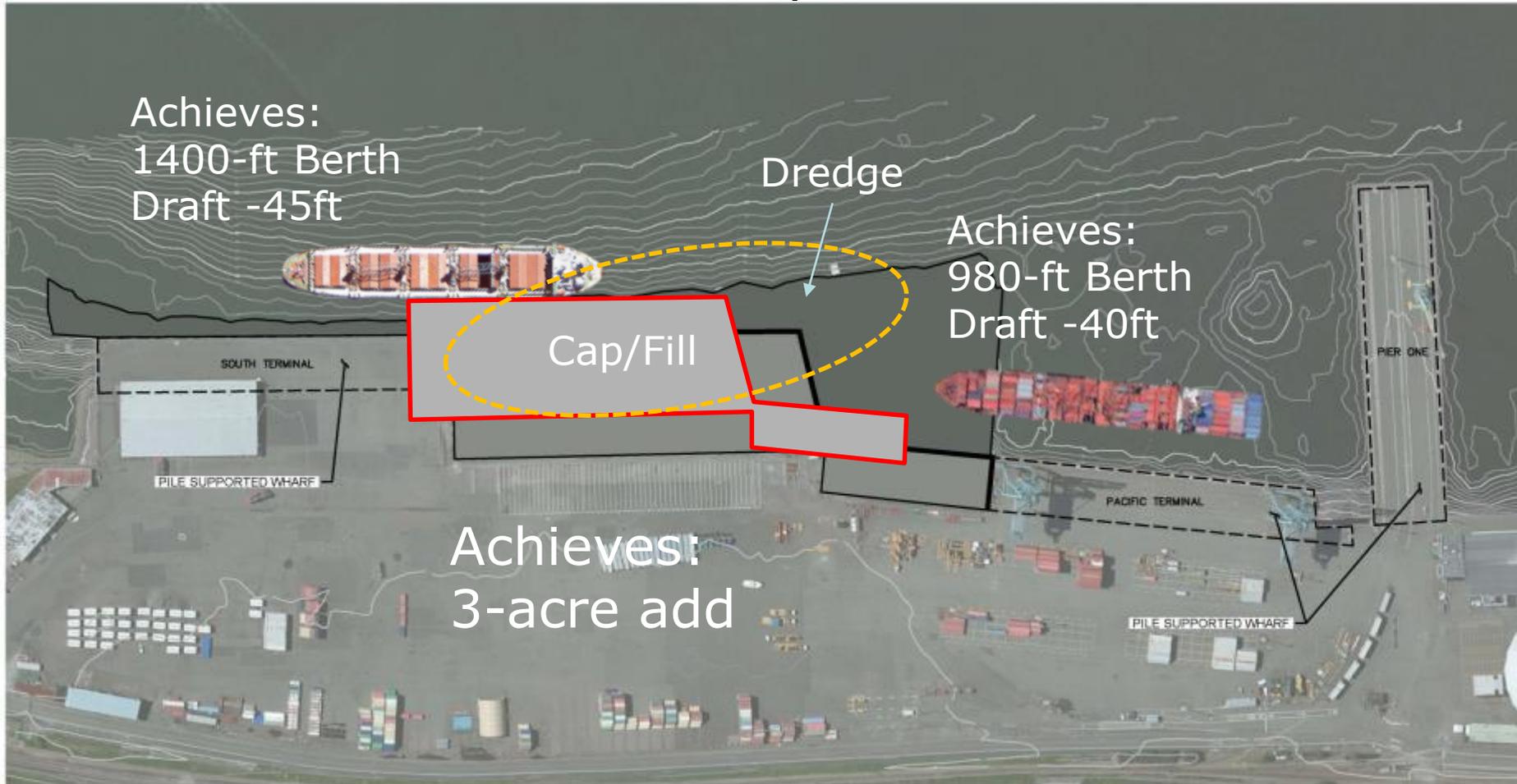
Current Conditions



Terminal Operations Future Need:

- 1000-ft Berth
- Draft -45

Concept: Integrated Cleanup and Terminal Expansion



The Goal: A New Waterfront Community

Waterfront Place



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Waterfront Place Cleanup Sites



West End

14th Street

Phase 1

Ameron-Hulbert

ESY

ABW

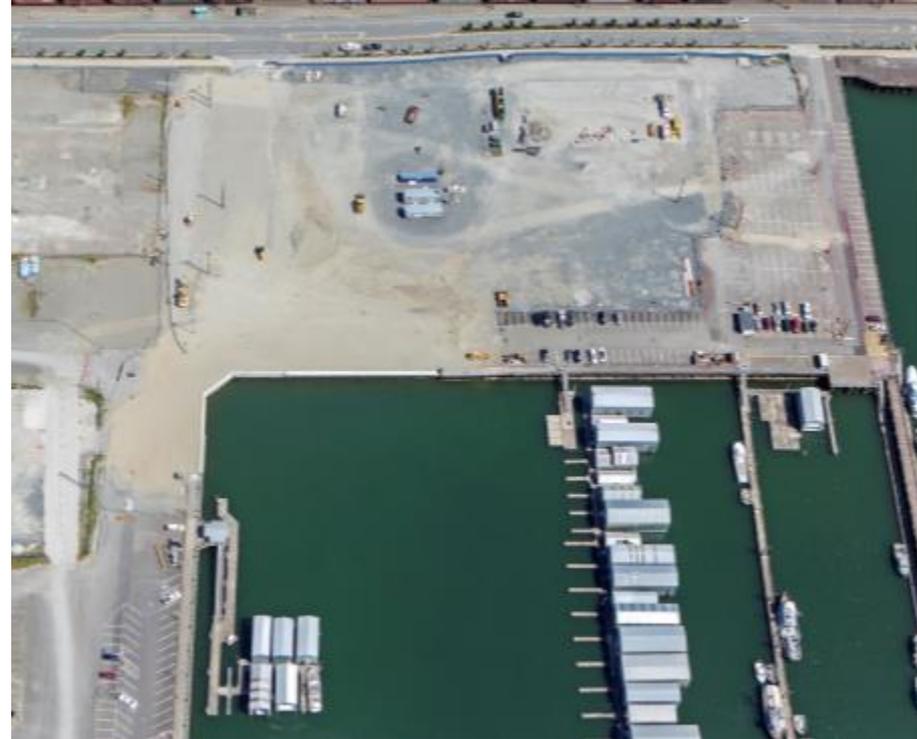
Ameron Leasehold

Before and After

2008



2015



- Cleanup Complete
- Central Marina Phase 1 Complete
- **Market Ready**

EVERETT SHIPYARD SITE

Environmental Cleanup Project

Project Investment:

In-Water Cleanup **\$6.2 Million**

Completion 2015

Contractor: Magnus Pacific

Upland Cleanup **\$1.8 Million**

Completed in 2013

Contractor: Clearcreek Contractors

This environmental cleanup is the final step in preparing for new development at the waterfront and achieves the following:

- **99.9%** of all contaminated materials removed
- **20,000 tons** of contaminated soil removed
- **8,400 tons** of concrete and asphalt recycled
- **11,000 cubic yards** of contaminated sediment removed
- **700** creosote treated pilings removed
- **5 docks, 360 feet** of bulkhead, and other marine structures removed
- **360 feet** of environmentally-safe bulkhead reconstructed
- **360 feet** of enhanced public access on the water

Thank you to the State and Ecology for making this cleanup possible through grants.



Early Stage Fisherman's Harbor

Looking Ahead



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What we learned

- Strategic organizational alignment:
 - Is your cleanup a priority for the organization?
 - Are cleanups integrated and combined with other organizational goals?
- Partnerships: build trust through transparency and care for your partners interests
- A high quality, thorough cleanup plan is essential
- Team work: collaborate and be objective
- Good attitudes create high value opportunities that you didn't know existed
- Communicate, communicate, communicate

Thank you!
Questions or comments?