Welcome to the CLU-IN Internet Seminar

The Charrette: Redevelopment by Design

Sponsored by: U.S. EPA, Conflict Prevention and Resolution Center

Delivered: August 11, 2010, 2:00 PM - 3:30 PM, EDT (18:00-19:30 GMT)

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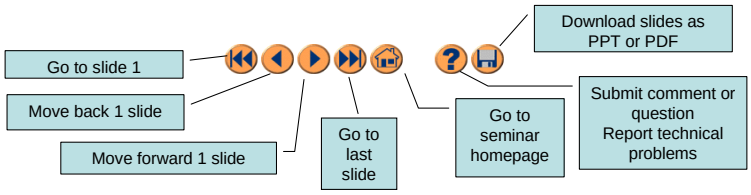
Housekeeping

- Please mute your phone lines, Do NOT put this call on hold
  - press *6 to mute #6 to unmute your lines at anytime
- Q&A
- Turn off any pop-up blockers
- Move through slides using # links on left or buttons



- This event is being recorded
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Although I'm sure that some of you have these rules memorized from previous CLU-IN events, let's run through them quickly for our new participants.

Please mute your phone lines during the seminar to minimize disruption and background noise. If you do not have a mute button, press *6 to mute #6 to unmute your lines at anytime. Also, please do NOT put this call on hold as this may bring delightful, but unwanted background music over the lines and interupt the seminar.

You should note that throughout the seminar, we will ask for your feedback. You do not need to wait for Q&A breaks to ask questions or provide comments. To submit comments/questions and report technical problems, please use the ? Icon at the top of your screen. You can move forward/backward in the slides by using the single arrow buttons (left moves back 1 slide, right moves advances 1 slide). The double arrowed buttons will take you to 1st and last slides respectively. You may also advance to any slide using the numbered links that appear on the left side of your screen. The button with a house icon will take you back to main seminar page which displays our agenda, speaker information, links to the slides and additional resources. Lastly, the button with a computer disc can be used to download and save today's presentation materials.

With that, please move to slide 3.

CPRC Webinar Introduction (Anna Abbey and Deborah Dalton)

Welcome to the charrette webinar!

EPA's cleanup programs have set a national goal of returning formerly contaminated sites to long-term, sustainable, and productive use. EPA fosters land revitalization across its cleanup programs by developing policies and systems for the safe, long-term use of remediated land.

Charrettes are a best practice used to address conflict and support land revitalization efforts at contaminated lands. Today's webinar explores how charrettes can inform and strengthen cleanup decision-making, address and resolve conflicts, enhance stakeholder relationships, and identify feasible future land use opportunities for contaminated lands.

Today's webinar is designed to help you:

- Explore what a charrette is and why it is an important tool.
- Decide when and where a charrette can be used.
- Initiate a charrette process for a site.
- Understand who should be involved and their roles.

Today's webinar is based on EPA's one-day Charrette Training, developed by EPA's Conflict Prevention and Resolution Center (CPRC).

CPRC (EPA's Conflict Resolution Specialists) also provides support for initial assessments for Superfund sites where charrettes could play a key role in resolving conflicts and supporting revitalization outcomes. We will provide more information at the end of today's webinar.

CPRC Webinar Introduction (continued)

Superfund's National Contingency Plan and procedures REQUIRE significant public involvement from the earliest point in a site's life at EPA.

Why we think charrettes are an important tool in their community involvement and Superfund cleanup and redevelopment planning:

- Helping a community focus on the future use at the earliest time practicable can harness their energy and concern towards a positive goal – a refocusing from negative energy to positive energy.

- Exploring reuse with the community early can help focus data gathering, testing and design in a more cost-efficient manner than waiting until cleanup is finished.

- Charrettes and the use of a neutral facilitator and other support personnel can supplement the time and energy of the regional Community Involvement Coordinator and the Remedial Project Manager in working with the community toward a positive result.

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What CPRC Does

Conflict Prevention and Resolution Center (CPRC)
202-564-2922
E-mail:
adr@epa.gov
Web:
www.epa.gov/adr

For your policy, regulatory or voluntary program, enforcement action, permits or site decisions, we can:

- Quickly find and retain **facilitators and mediators.**
- Help you **engage stakeholders or the public** productively.
- **Assess obstacles to agreement** and design a process to cement lasting decisions
- Provide **training and coaching** in facilitation, mediation, managing public involvement, and conflict prevention.
- Make it as **easy as possible** to get input from the public and reach agreement on difficult issues.

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What CPRC Does

We are HERE TO HELP them get their job done.

Obtaining Expert Facilitators or Mediators

CPRC has two easy-to-use mechanisms for obtaining facilitators and mediators and training.

CPRC Contract:

- Lots of capacity
- Easy to access via task order
- Emergency access to facilitators possible
- Matches specific facilitators or mediators to the needs of the case with regard to expertise, experience, knowledge, geographic location

US IECR Interagency Agreement: access to training and annual ECR National Conference

Specializes in providing mediators and facilitators for following circumstances:

- Times when we are cost-sharing with other government agencies, state agencies, local agencies or tribal governments.
- Inter-governmental difficult discussions or disputes.
- Tribal cases (US IECR has a special roster of folks with tribal experience and tribal affiliation).
- Transportation issues (US IECR has a special roster of folks with specific transportation planning issues)
- NEPA issues

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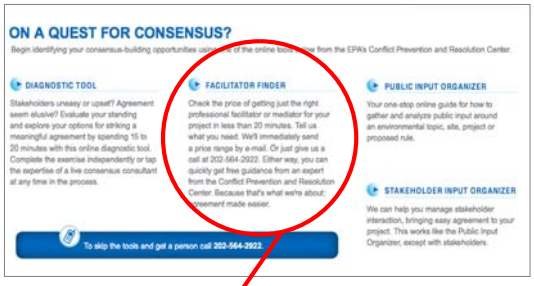
Two Ways to Learn More



Now available at intranet.epa.gov/adr or epa.gov/adr.

1. Call us at 202-564-2922. Consultation is free.
2. Use the fast, free web-based tools on EPA's intranet:
   - Facilitator finder
   - Stakeholder engagement tool
   - Public input organizer
   - Diagnostic tool

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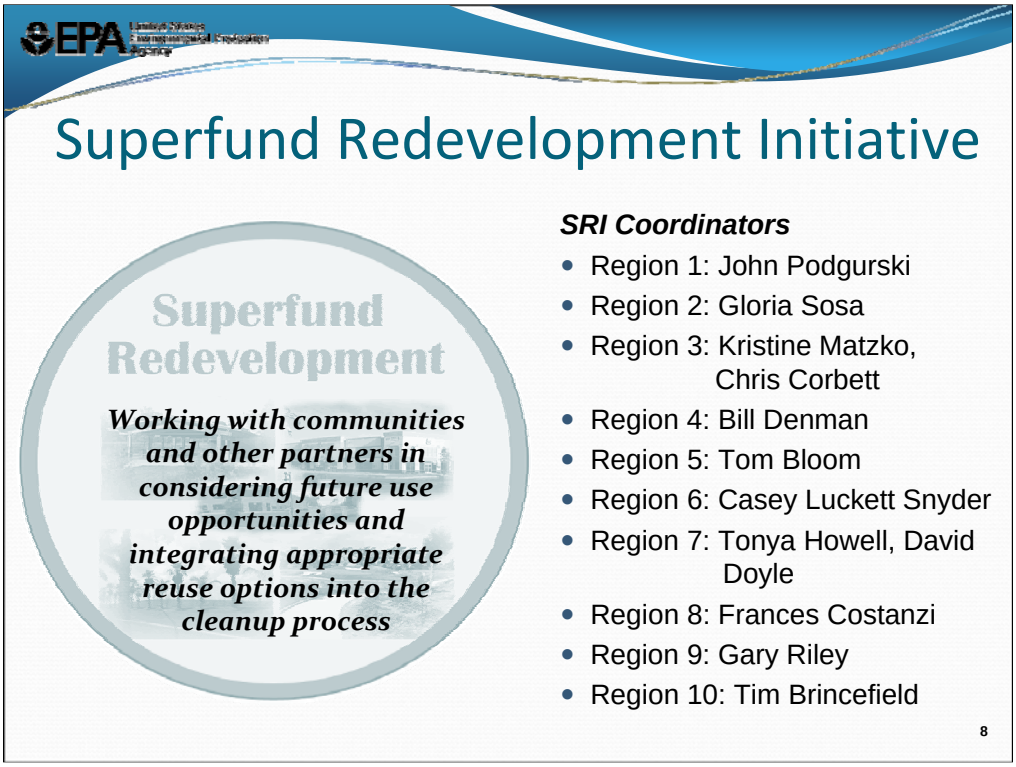
Two Ways to Learn More

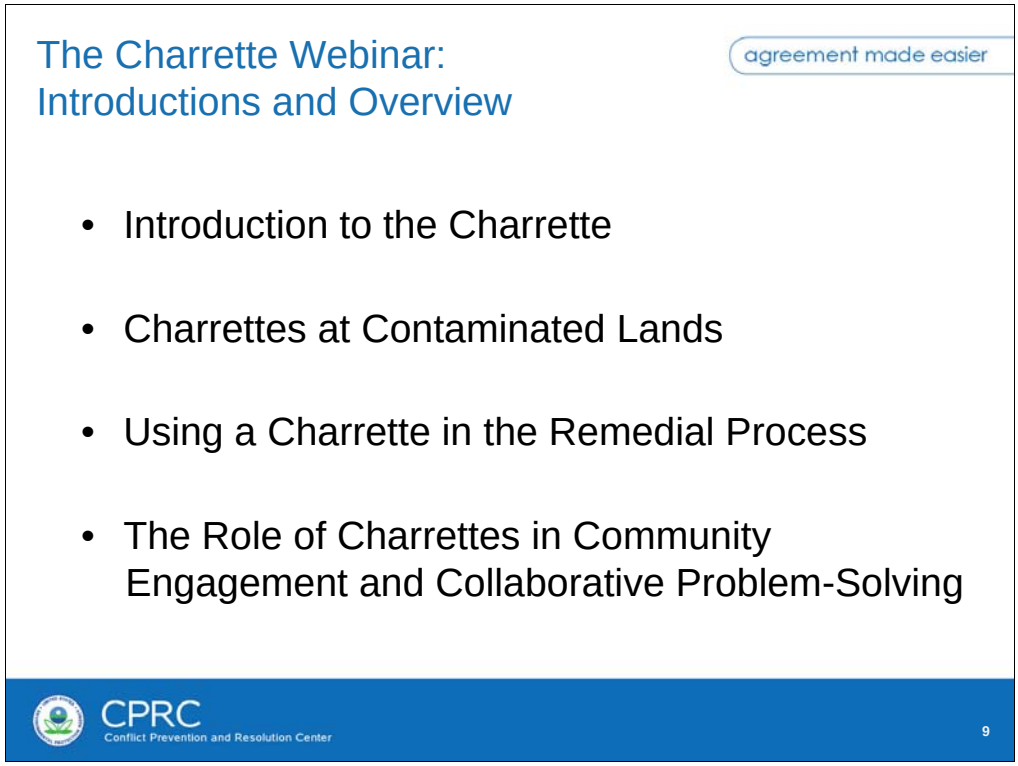
Call us – we can help.

Or go to our websites for some tools that can help you plan and cost out assistance.



SRI helps communities reclaim cleaned Superfund sites and remove barriers that have kept many of them vacant and underutilized for decades. In the 1990s, EPA noticed that, while a few cleaned-up Superfund sites were being put back to use, many sites were left idle. SRI was created in 1999 to support reuse without compromising cleanup standards. SRI has focused on two approaches that EPA can use to support Superfund site reuse. The first approach: work with site stakeholders to explore future uses before cleanups are underway. This approach gives EPA the best chance to design cleanup remedies compatible with an intended use. The second approach: work with communities to remove unnecessary barriers to reuse at sites where remedies are already in place. SRI tracks over 500 reuses at Superfund sites. Over its ten-year history, SRI has developed an array of tools and services to help communities reuse their sites.

- *Regional Seeds*: SRI provides funds to assess sites' redevelopment potential, which can lead to reuse plans that guide a site's redevelopment.
- *Return to Use (RTU) Initiative*: SRI developed this effort in late 2004 to remove barriers to reuse. SRI established 58 site-specific partnerships, called demonstration projects, which involve community groups, government officials, site owners, and the parties responsible for cleaning up the sites.
- *Ready for Reuse (RfR) determinations and Comfort Letters*: RfRe are environmental status reports that provide essential information about how sites can be used without compromising the protectiveness of their remedies. Comfort letters provide site information and help clarify liability issues for prospective purchasers and site owners.
- *Website*: Provides information, references, and resources, including case studies, videos and lessons learned, to help communities pursue Superfund reuse opportunities.
- *SRI Coordinators*: Each EPA Region has a representative who works with EPA staff and site stakeholders on redevelopment issues.



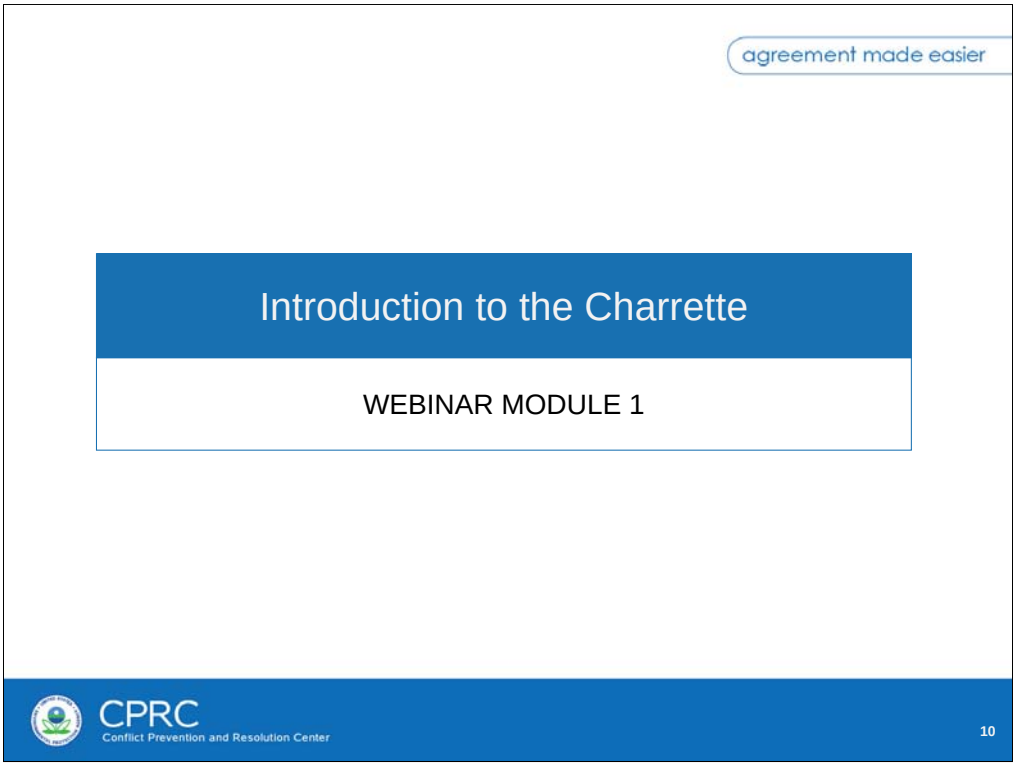
Charrette Webinar Introductions and Overview

Here is the agenda for today's webinar.

Today's speakers include:

-- Anna Abbey and Deborah Dalton from CPRC.

-- James Wilkinson and Miranda Maupin from EPA contractor E2 Inc. James and Miranda are part of a team that has worked extensively with Regions and communities on reuse planning projects at contaminated lands.



Introduction to the Charrette: Webinar Module 1

Key module topic areas:

- What is a charrette?
- Why are charrettes used at contaminated lands?

The Big Picture: EPA and Land Revitalization

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EPA national cleanup program goals include:

- **engaging meaningfully with communities.**
- **supporting the return of formerly contaminated sites to long-term, sustainable and productive use.**

Charrettes are a powerful way to achieve both of these goals.

120 million people live within 4 miles of current or deleted NPL sites

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Why Does EPA Care About Land Revitalization?

There are many reasons why land revitalization is important.

-- Considering the future use of a site helps protect human health (anticipating future uses = greater probability that remedy chosen will be protective for those uses, as well as selection of appropriate ICs).

-- Site reuse protects remedies (discourages inappropriate activities such as trespassing, vandalism, and dumping; helps with appropriate IC selection; establishes responsible site stewards).

-- Considering reuse engages local communities (strengthens EPA relationships with local governments, establishes reasonable community expectations for a site's cleanup and reuse, results in remedies with community support)

-- Site reuse provides environmental and social benefits (protected greenfields, infill development and open space preservation, decreased urban sprawl)

-- Reuse provides local benefits (80,000 on-site jobs, $2.7 billion in income, 60,000+ acres restored for recreational and ecological purposes, 500+ sites in actual or planned reuse)

What Is a Charrette?

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What is a Charrette?

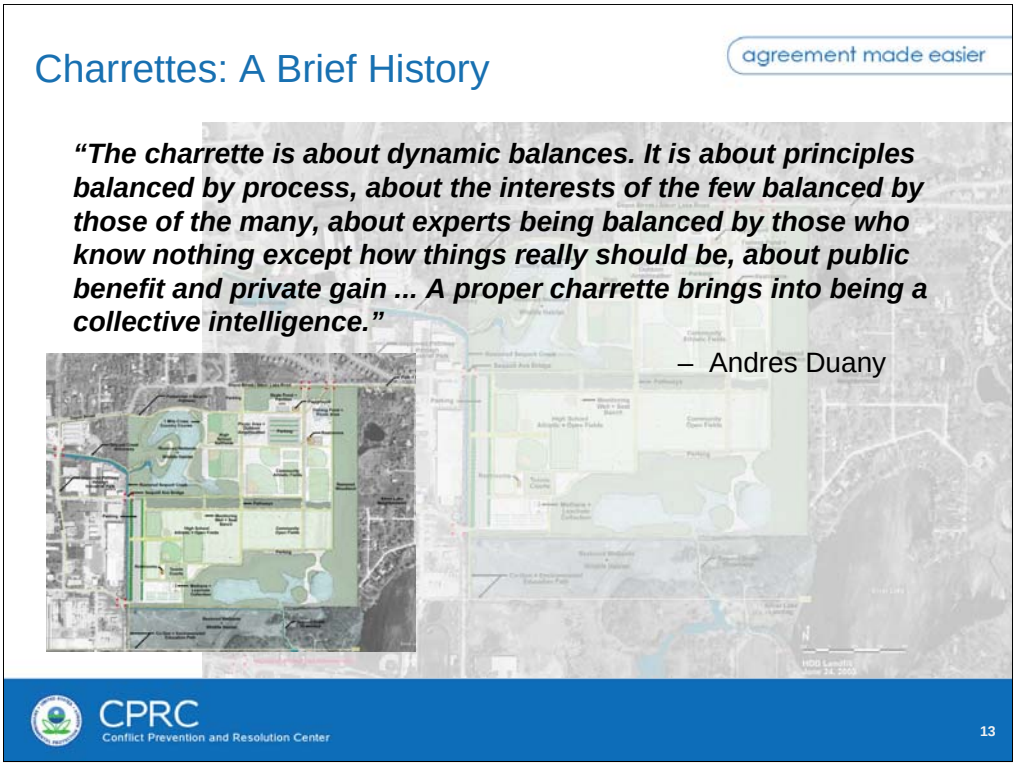
Charrettes are collaborative planning and design workshops that bring together diverse stakeholders to plan for the future of neighborhoods, communities, and even cities and regions. Charrettes use dynamic visualization and mapping tools to develop innovative, sustainable plans for implementation. Charrettes enable public agencies, community organizations, developers and others to address contentious, complex land use planning situations and build long-lasting relationships.

The word “charrette” is derived from the Old French word “charrette” (cart). The term refers the final intense work effort by art and architecture students to meet a project deadline.

At the École des Beaux Arts in Paris during the 19th century, professors collected architecture students’ final drawings in a cart for jury critiques. Students would jump on the charrette with their work and frantically put finishing touches on their work.

In all settings, the word “charrette” is used to capture the atmosphere of energy, creativity, and visual focus inherent in the term’s 19th century origins.

Picture Descriptions: Left, Arlington Blending, Region 4; Top Right, Plainwell Paper Mill Company, Region 5; Bottom Right, Elizabeth River, Region 3



Charrettes: A Brief History

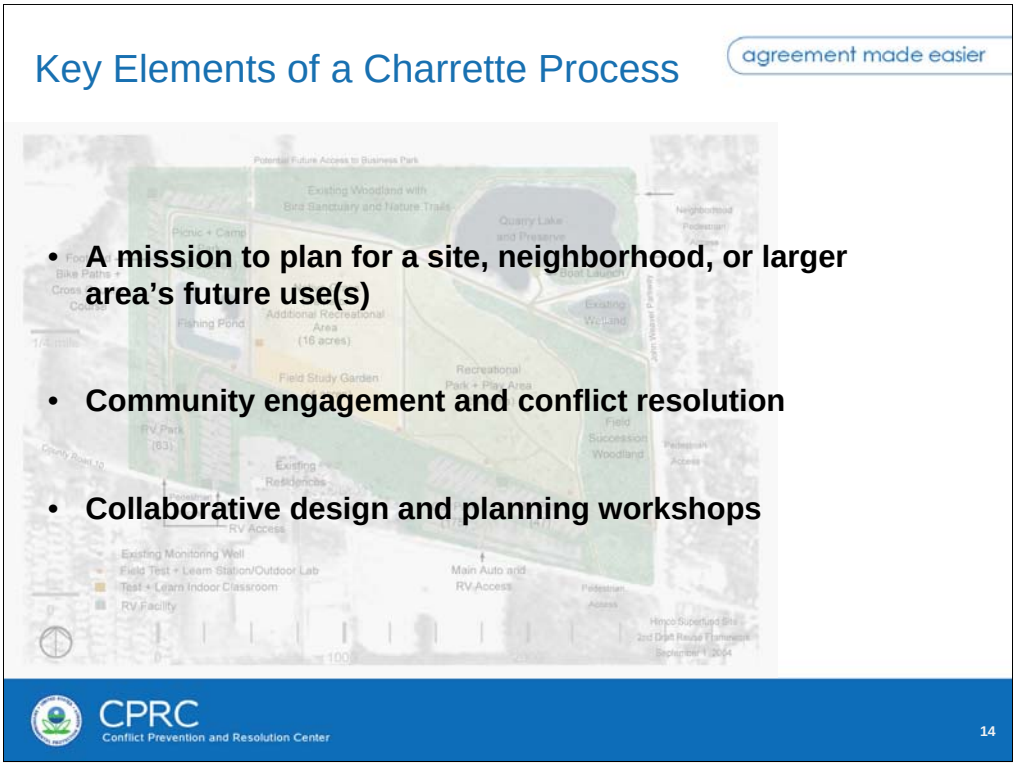
The charrette process has risen to prominence in the United States since the mid-1980s, in response to negative social, economic and environmental impacts from land use patterns, often referred to as "sprawl," since World War II. There has also been increased interest in ensuring meaningful public participation in the planning of communities. Interest in charrettes has been supported by organizations and initiatives like the Congress for the New Urbanism, the Smart Growth Network, and the National Charrette Institute.

Charrettes for community planning processes can be sponsored by public agencies, non-governmental organizations, or private developers. Charrettes are most often used to address contentious and/or complex land use planning and design projects. Today, charrettes are most commonly used as part of planning processes to guide:

- Individual development projects.
- Growth / revitalization of larger districts (neighborhoods & business areas).
- To help visualize the future of entire cities and even regions for purposes like economic development and watershed and green infrastructure planning.

Charrettes are also used as an effective conflict resolution and land revitalization tool at contaminated lands like Superfund sites.

Picture Descriptions: HOD Landfill Site, Antioch, Illinois, EPA Region 5



Key Elements of a Charrette Process

The term "charrette" means different things to different people. To some, it simply connotes a meeting in which people brainstorm and perhaps sketch ideas; to others, the charrette process is synonymous with public involvement.

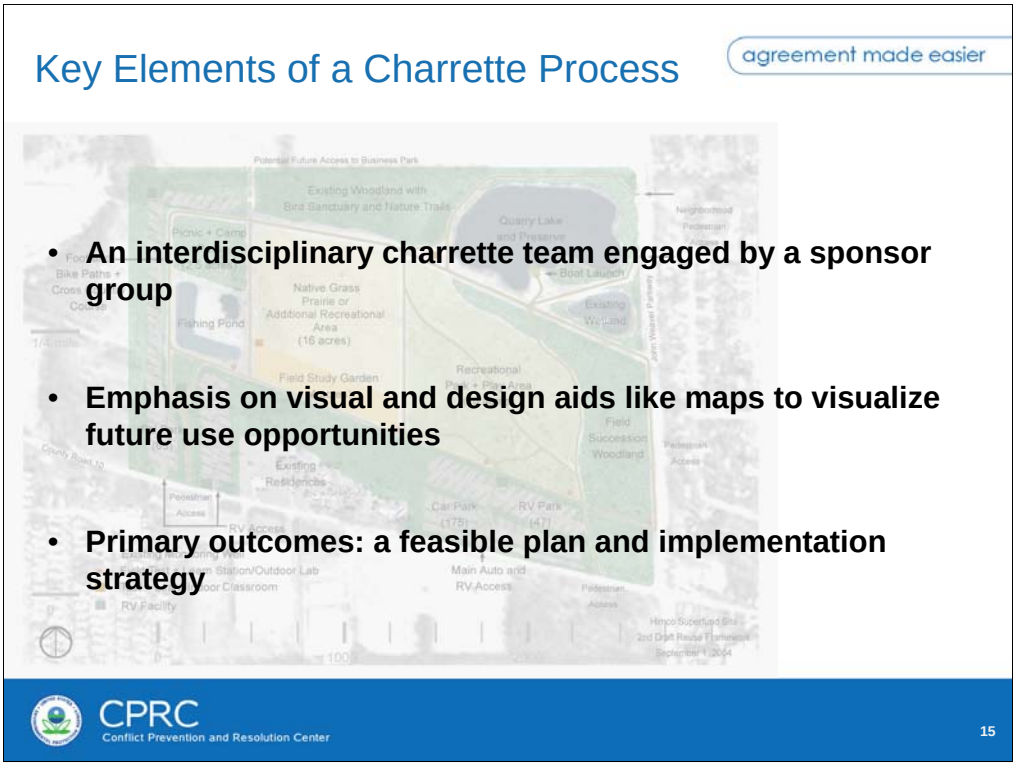
The charrettes on which this webinar is based are distinguished from other workshops by their intensive, collaborative nature and by their holistic approach, focused on a feasible solution. The heart of a charrette process – the charrette itself – can be a single or multi-day event, with some taking up to a week from start to finish.

Charrettes range in duration from one day to five days, with 2-3 months of pre-charrette preparations as well as post-charrette planning and implementation. Charrette process costs are typically 50K – 100K, depending on a project's complexity, information and expertise needs, and duration.

Keep in mind that much of these costs are "up-front." The site and community information gathering and analysis and stakeholder outreach that form the core of the charrette process need to be conducted at most contaminated lands. The charrette process provides an opportunity to conduct remedial planning and cleanup *in an intense, time-efficient way* that is future-focused, providing EPA and other site stakeholders with the information needed to protect human health and the environment *and* support land revitalization.

At some sites, a charrette process may even help to speed up the cleanup process and reduce cleanup costs.

Picture Description: Himco Dump Site, Elkhart, Indiana, EPA Region 5



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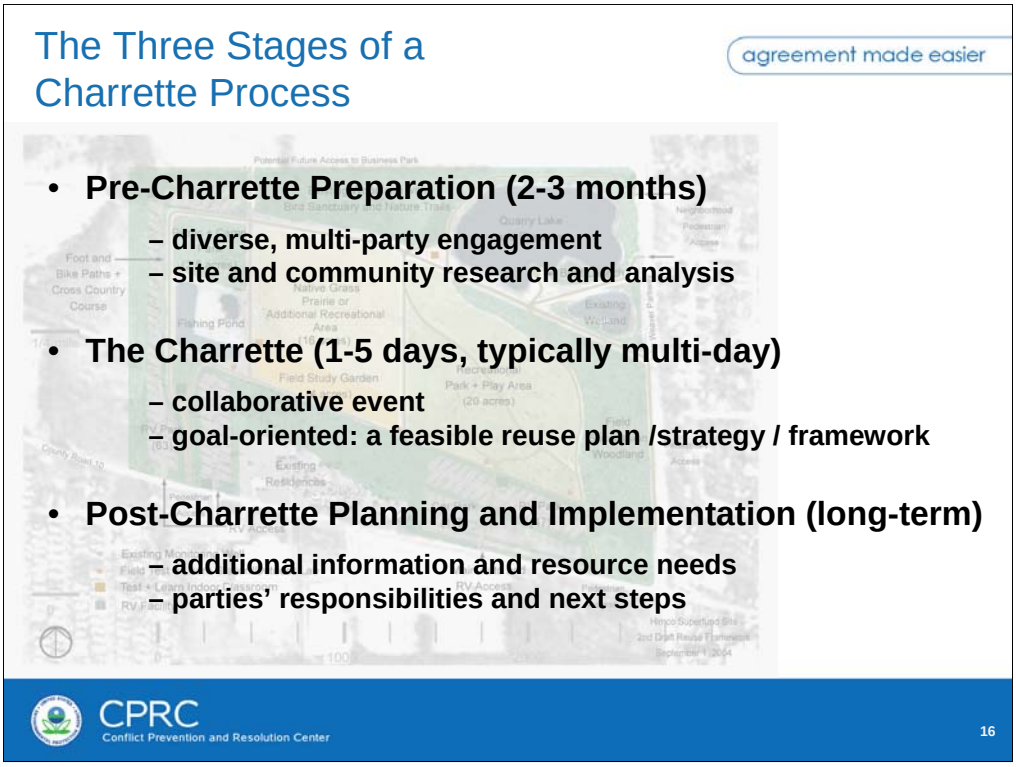


The Three Stages of a Charrette Process

The charrette process is a type of collaborative, community-based planning. A charrette process has three stages:

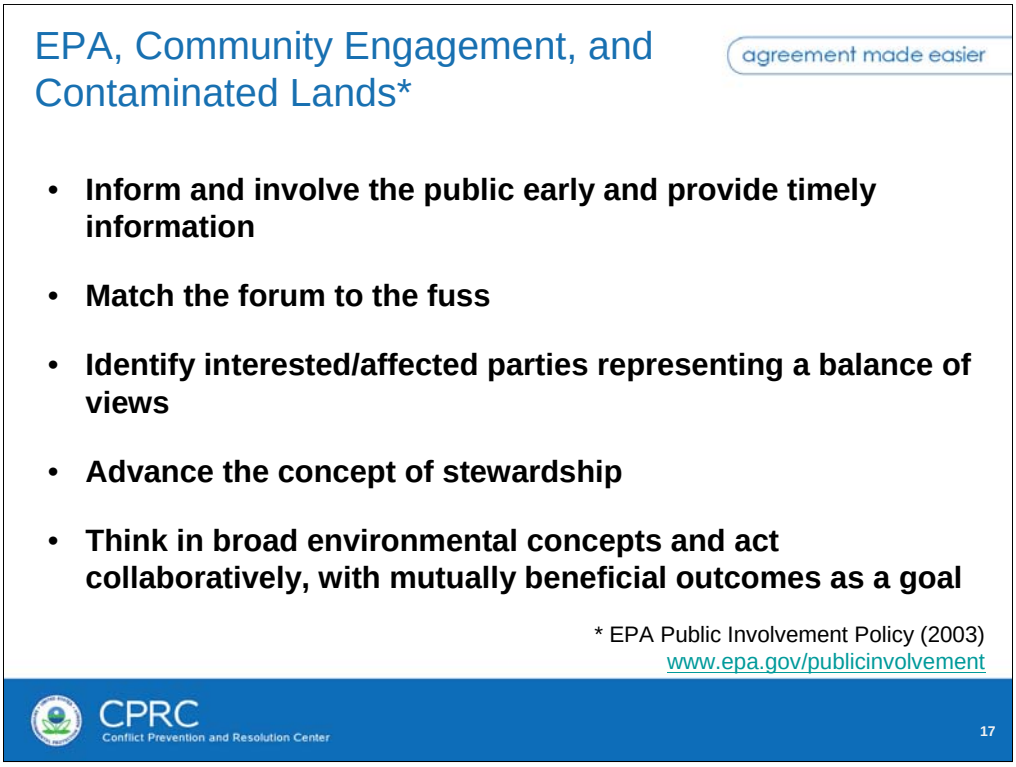
– pre-charrette preparation (stakeholder engagement and site and community research and analysis)

-- the charrette (a collaborative event that produces a feasible reuse plan, or framework)

- post-charrette planning and implementation

Later on in the webinar, we will explore each of these stages in-depth.

Picture Descriptions: Himco Dump Site, Elkhart, Indiana, EPA Region 5



EPA, Public Involvement, and Contaminated Lands

Charrettes are a best practice because they are not only an effective land use planning tool for land revitalization, they are also an effective public involvement tool that enables conflict resolution and collaborative problem-solving and decision-making. Effective public involvement forms the foundation of all charrette processes.

Accordingly, charrettes mesh well with EPA's public involvement program, encompassing the full range of activities that EPA uses to engage the American people in the Agency's decision-making processes.

EPA's mission is to protect human health and the environment. To achieve that mission, EPA needs to continue to integrate, in a meaningful way, the knowledge and opinions of others into its decision-making processes. Effective public involvement can both improve the content of the Agency's decisions and enhance the deliberative process. Public involvement also promotes democracy and civic engagement, and builds public trust in government.

We will discuss the role of charrettes in public involvement, conflict resolution, and collaborative problem-solving and decision-making in more detail in part 3 of the webinar. Information on EPA's Public Involvement Program, including the Agency's 2003 Public Involvement Policy, is available at: www.epa.gov/publicinvolvement.

Charrette Benefits at Contaminated Lands

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- **Community engagement / Relationship building**
- **Enhanced decision-making**
- **Realistic community expectations**
- **Conflict resolution**

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Charrette Benefits at Contaminated Lands

Charrettes are a powerful conflict resolution tool well-suited to environmental and land use conflicts.

Charrettes yield information that leads to enhanced decision-making by EPA staff throughout the remedial process.

Charrettes build relationships between EPA, communities, and other key parties at contaminated sites.

Charrettes' use of detailed, comprehensive information establishes realistic community expectations for future land use opportunities.

Picture Description: Left: new soccer fields at Avtex Fibers, Region 3; Middle: new athletic fields at HOD Landfill, Region 5; Right: new public uses at Woolfolk Chemical, Region 4

Charrette Benefits at Contaminated Lands

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- **Focus on the future**
- **Time and cost efficiencies**
- **Institutional control selection**
- **Future site roles & responsibilities: protectiveness and long-term stewardship**

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Charrette Benefits at Contaminated Lands

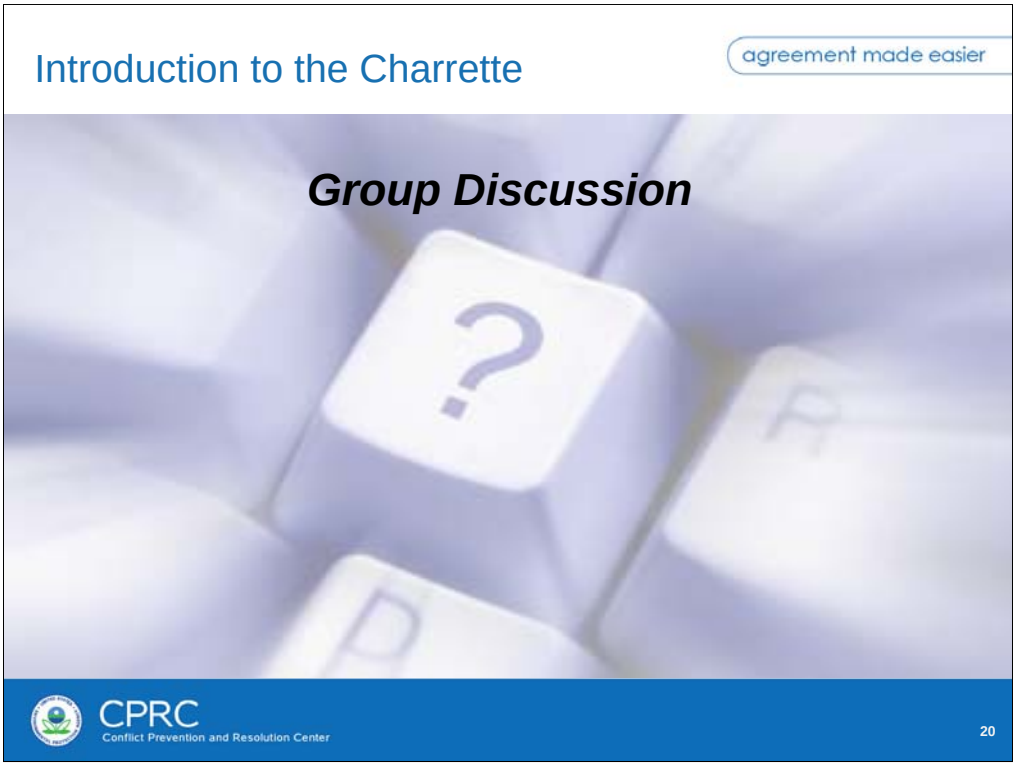
Charrettes incorporate the past and present within the context of a forward-looking focus, enabling parties to move beyond the stigma of contamination and the "blame game" common at contaminated lands that can damage relationships and limit progress.

Charrettes yield information that can reduce cleanup costs and timeframes.

Charrettes can inform the selection of appropriate institutional controls.

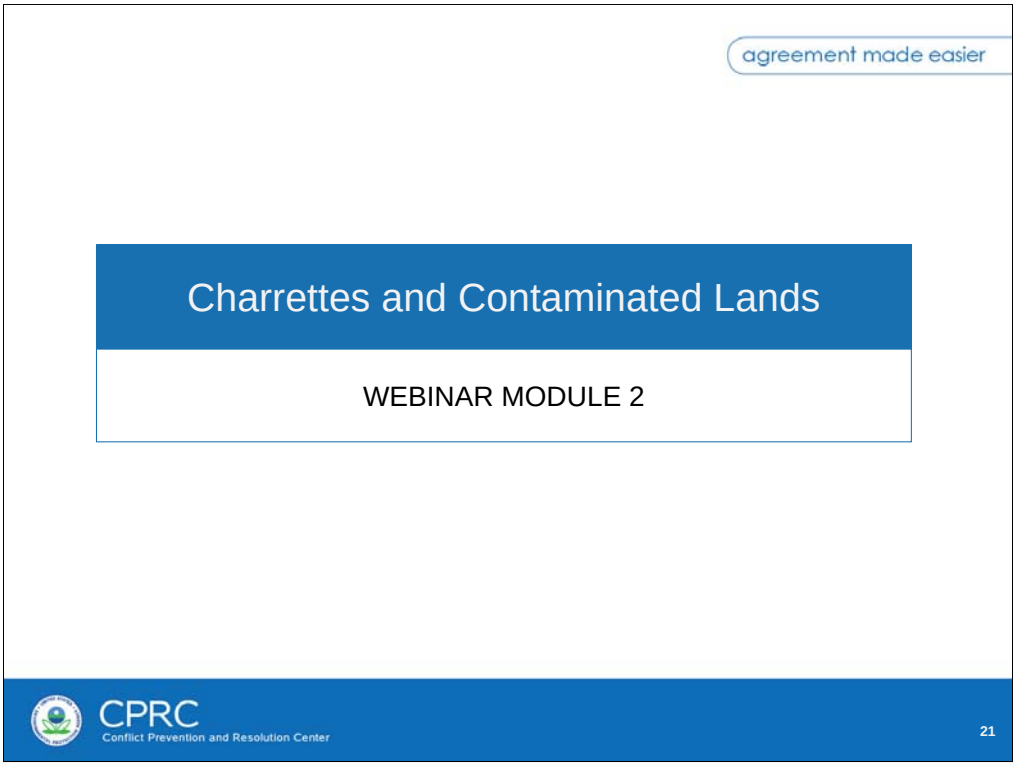
Charrettes engage key site parties and identify future site roles and responsibilities, ensuring protectiveness and long-term stewardship of sites.

Picture Description: Left: The Nikkei Memorial, part of the Bainbridge Island Japanese American Memorial at the Wyckoff Harbor site, Region 10; Middle: a sign for future residential development at the MDI site in Houston, Texas, Region 6; Right: signs for the Mineral Belt Recreational Trail at the California Gulch site in Leadville, CO, Region 8.



Group Discussion

Does anyone have any questions or comments on the materials presented so far in the webinar?



Webinar Module 2: The Charrette and the Remedial Process

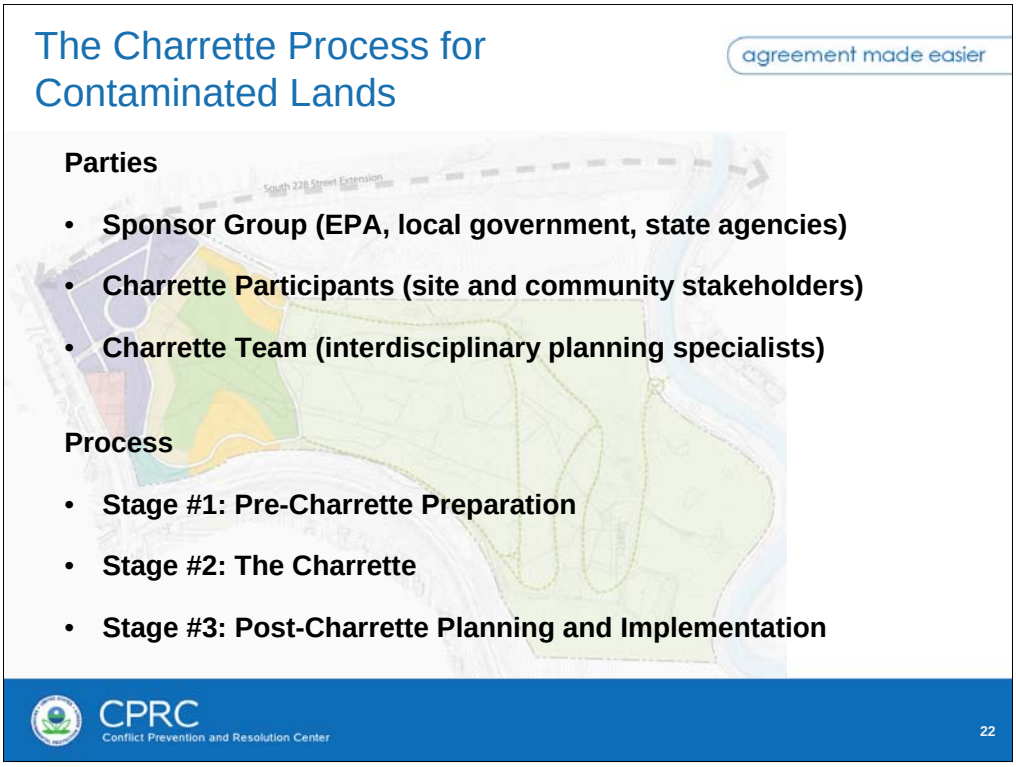
Key question addressed by this module: What are charrettes at contaminated lands like?

Design charrettes are an effective tool that can be used to integrate remedial and future land use considerations, address and resolve site-related disputes, and result in better decision-making for EPA, communities, and other site stakeholders.

Charrettes range in duration from one day to five days, with 2-3 months of pre-charrette preparations as well as post-charrette planning and implementation. Charrette process costs are typically 50K – 100K, depending on a project's complexity, information and expertise needs, and duration.

Keep in mind that much of these costs are "up-front." The site and community information gathering and analysis and stakeholder outreach that form the core of the charrette process need to be conducted at most contaminated lands. The charrette process provides an opportunity to conduct remedial planning and cleanup *in an intense, time-efficient way* that is future-focused, providing EPA and other site stakeholders with the information needed to protect human health and the environment *and* support land revitalization.

At some sites, a charrette process may even help to speed up the cleanup process and reduce cleanup costs.



The Charrette Process for Contaminated Lands

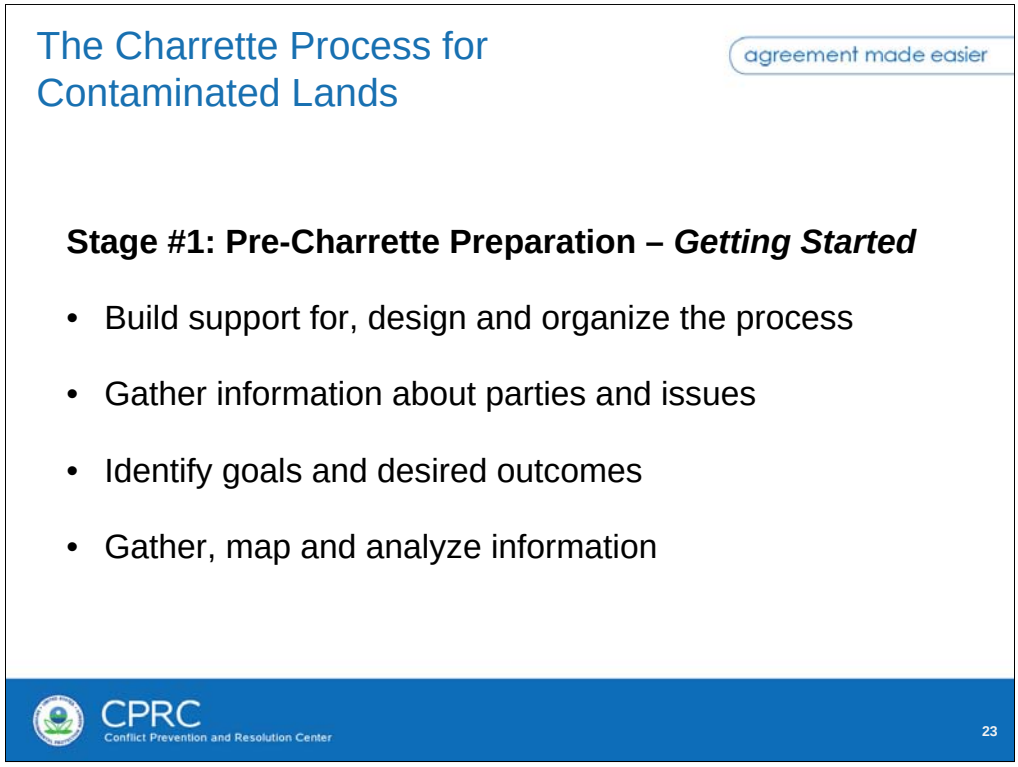
To recap, a charrette is a collaborative design and planning workshop held near a site and inclusive of all affected stakeholders. The charrette process is a type of collaborative, community-based planning.

There are many possible starting points for charrette processes. At some Superfund sites, a local government department, community organization, or developer may spur the start of the project. In other cases, EPA may ask a locality to provide an updated assessment of the community's future land use recommendations for the site.

In all cases, there will be three general groups involved in the charrette process – a sponsor group, the charrette participants, and the charrette team.

• The sponsor group, which may include EPA, state agencies, and the local government, is responsible for establishing the charrette process and guiding it through to its successful completion.
• Charrette participants are the parties identified by the sponsor group as appropriate stakeholders with an interest in the site's cleanup and future use. In most cases, broad community involvement is a cornerstone of successful charrettes.
• The charrette team is the group of interdisciplinary specialists – planners, landscape architects, economists, ecologists, engineers, historians, real estate specialists – that will gather and analyze site and community information and lead the sponsor group and the charrette participants through the charrette process.

The charrette process has three stages, which we will now walk through in turn.



The Charrette Process for Contaminated Lands

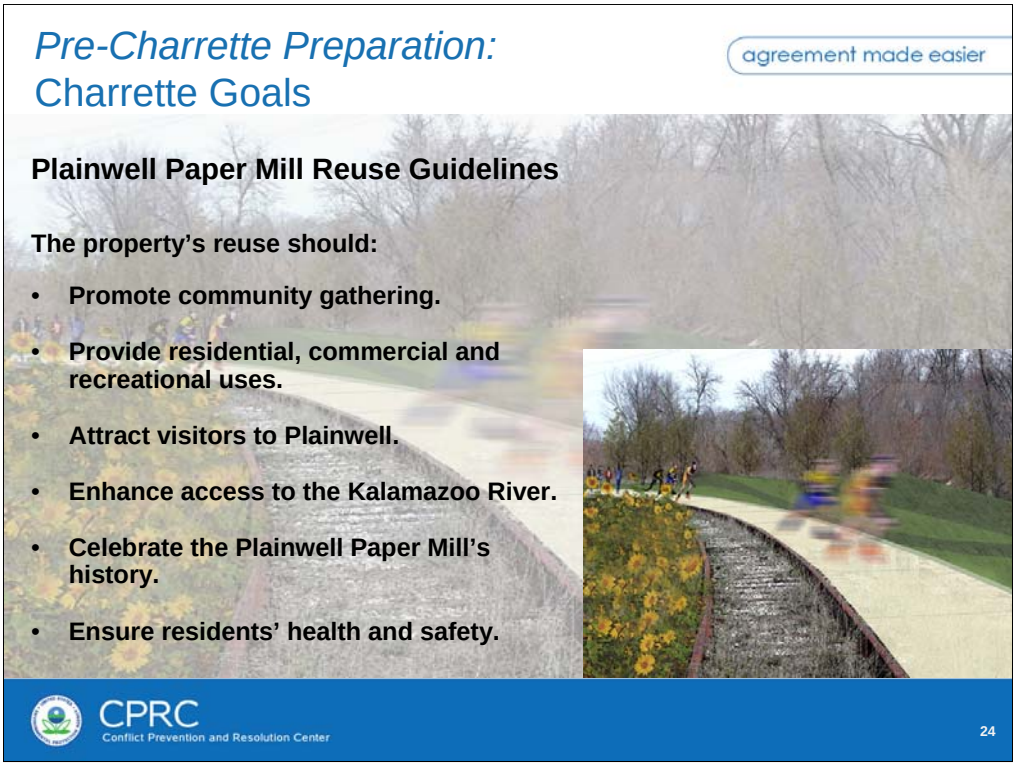
Once a charrette process is underway, the sponsor group works with charrette participants and the charrette team to focus on pre-charrette preparation activities.

As the organizers of the design charrette bring the project's constituent members together, it is important to clearly define participants' responsibilities. In most charrette processes, project participants serve in an advisory capacity as part of a committee, making recommendations for consideration by EPA and local elected officials or departments. Charrette preparation meetings also need to define project participant roles, ground rules, and responsibilities. Design charrettes work best when they are consensus-based; when all project participants work together to identify reuse opportunities, address shared challenges, and build common ground around shared decisions that have outcomes acceptable to all participants.

Charrette preparation meetings also focus on the clear definition of project goals, duration, and desired outcomes. Project goals often include:

- gathering adequate information to inform project decision-making;
- outlining site reuse challenges, opportunities, and key considerations;
- developing project goals and site reuse guidelines;
- formulating an effective long-term site reuse strategy; and
- identifying resources and organizations that can help foster a site's reuse, using grants, loans, technical assistance, and other tools.

Project participants can also revisit and update project goals and desired outcomes throughout the design charrette process, as discussions progress and additional information becomes available. On average, the opening stage of a design charrette process lasts approximately 2-4 months.

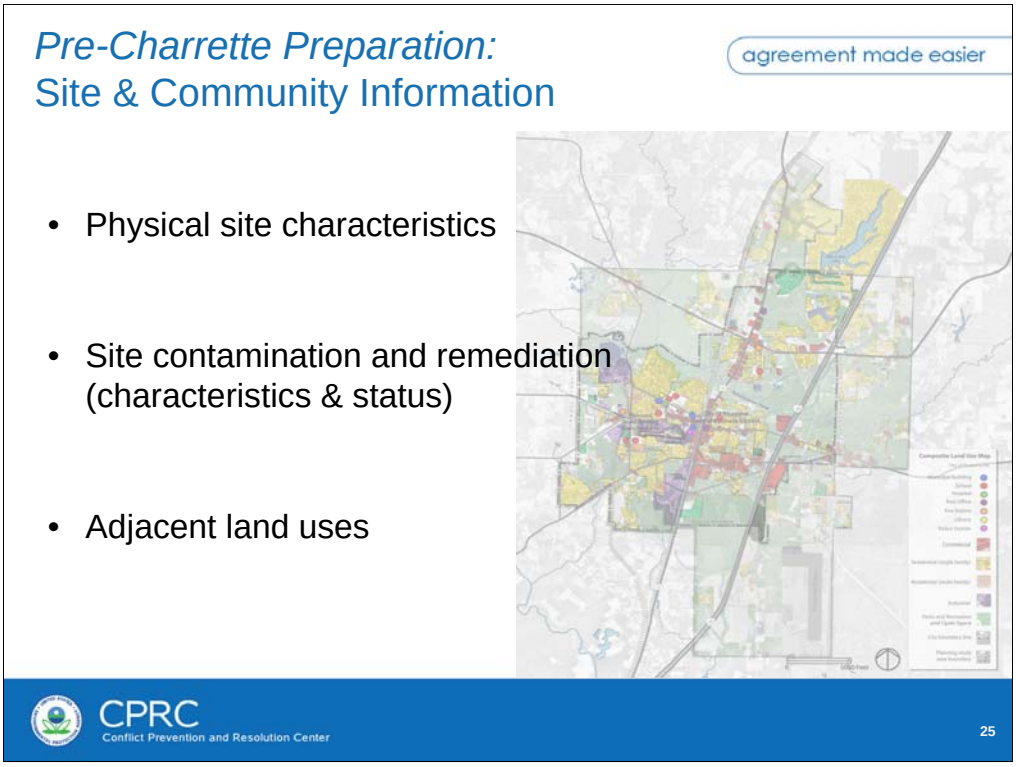


Pre-Charrette Preparation: Charrette Goals

For the Plainwell Paper Mill site in Plainwell, Michigan, the City of Plainwell set up a 30-member, community-based Land Use Committee to manage the charrette process and make future land use recommendations to EPA Region 5 and the City. During pre-charrette activities, the committee established a set of guiding reuse principles that were revisited and updated throughout the charrette process.

Detailed Stage #1 process activities include:

- determining the project's constituent members, roles, ground rules, and responsibilities;
- building support for and establishing the legitimacy of the design charrette process;
- establishing the project's decision-making framework;
- defining project goals, guidelines, and timeframes;
- identifying the project's charrette consultant team;
- allocating project resources;
- identifying information needs; and
- planning for the project's design charrette.



Pre-Charrette Preparation: Site and Community Information

Project Information Gathering
Effective charrettes rely on extensive information gathering and analysis that is completed prior to the charrette. The interdisciplinary charrette team engaged to work with project participants will visit the site and community, conduct interviews, and gather and review site and community information.

Site Information
Site information provides baseline information about whether a site may be particularly well-suited suited to different land uses. As with evaluation of any piece of property, identification of conditions like steep slopes and wetlands may limit or enhance certain reuse opportunities. The contamination and remediation associated with Superfund sites adds another layer to the evaluation of site information. Sometimes, in order to be fully protective, a site remedy may result in portions of a site or an entire site not being available for particular types of uses. However, with proper planning, community reuse priorities can be consistent with the development of a remedy that allows for certain site uses *and* is protective of human health and the environment.

Site Surroundings Information
Site surroundings include access points, transportation routes, adjacent land uses, and infrastructure, all of which play key roles in determining whether particular types of site reuses are feasible and cost-effective.

Community Information
"Community information" encompasses the social, economic, and land use context within which a site is located. Existing community preferences for the site's use, as expressed in the locality's Comprehensive Plan, zoning ordinance, and other community planning documents are reviewed and incorporated, as long as this information has been recently updated.

Pre-Charrette Preparation: Site & Community Information

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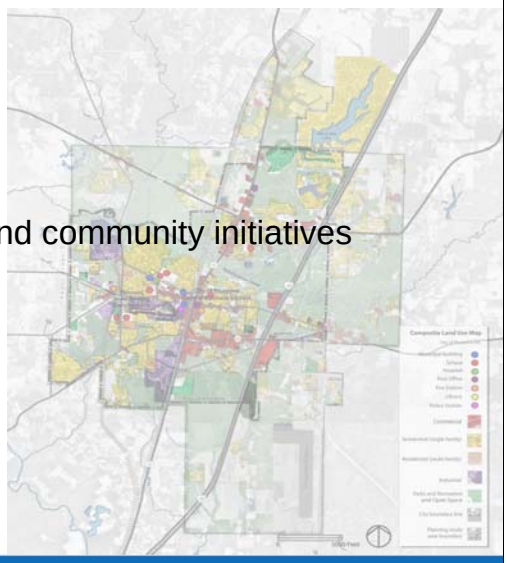
- Infrastructure and access
- Local land use regulations and community initiatives
- Regional land use trends



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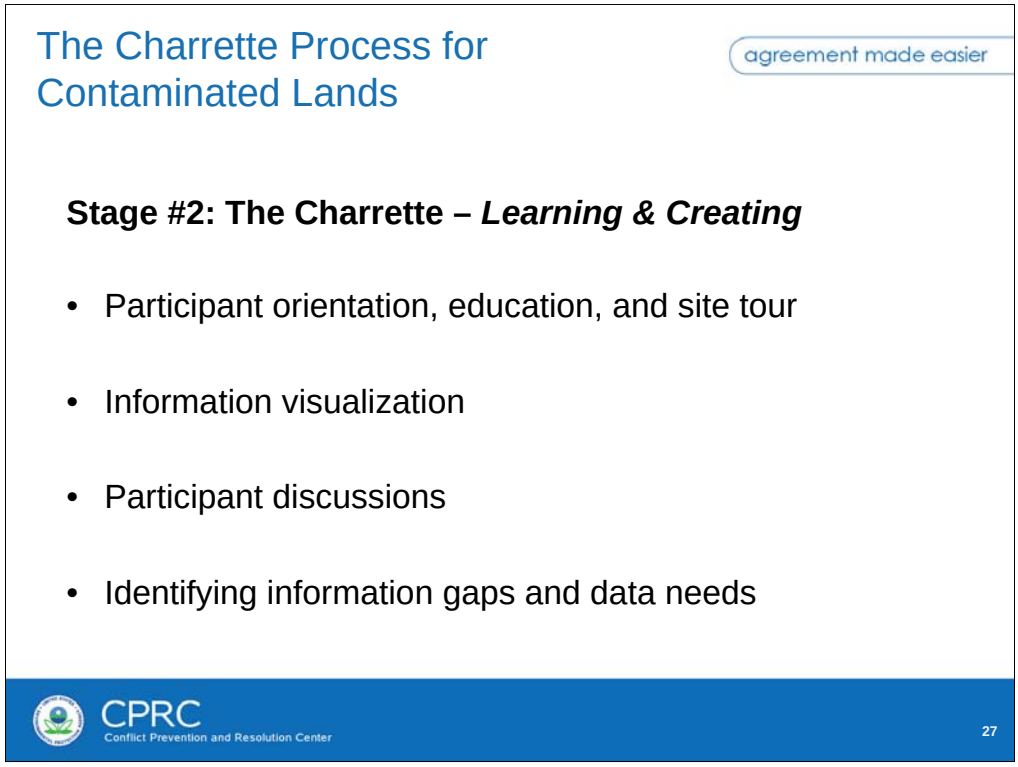
Pre-Charrette Preparation: Site and Community Information

Project Information Gathering
Effective charrettes rely on extensive information gathering and analysis that is completed prior to the charrette. The interdisciplinary charrette team engaged to work with project participants will visit the site and community, conduct interviews, and gather and review site and community information.

Site Information
Site information provides baseline information about whether a site may be particularly well-suited suited to different land uses. As with evaluation of any piece of property, identification of conditions like steep slopes and wetlands may limit or enhance certain reuse opportunities. The contamination and remediation associated with Superfund sites adds another layer to the evaluation of site information. Sometimes, in order to be fully protective, a site remedy may result in portions of a site or an entire site not being available for particular types of uses. However, with proper planning, community reuse priorities can be consistent with the development of a remedy that allows for certain site uses *and* is protective of human health and the environment.

Site Surroundings Information
Site surroundings include access points, transportation routes, adjacent land uses, and infrastructure, all of which play key roles in determining whether particular types of site reuses are feasible and cost-effective.

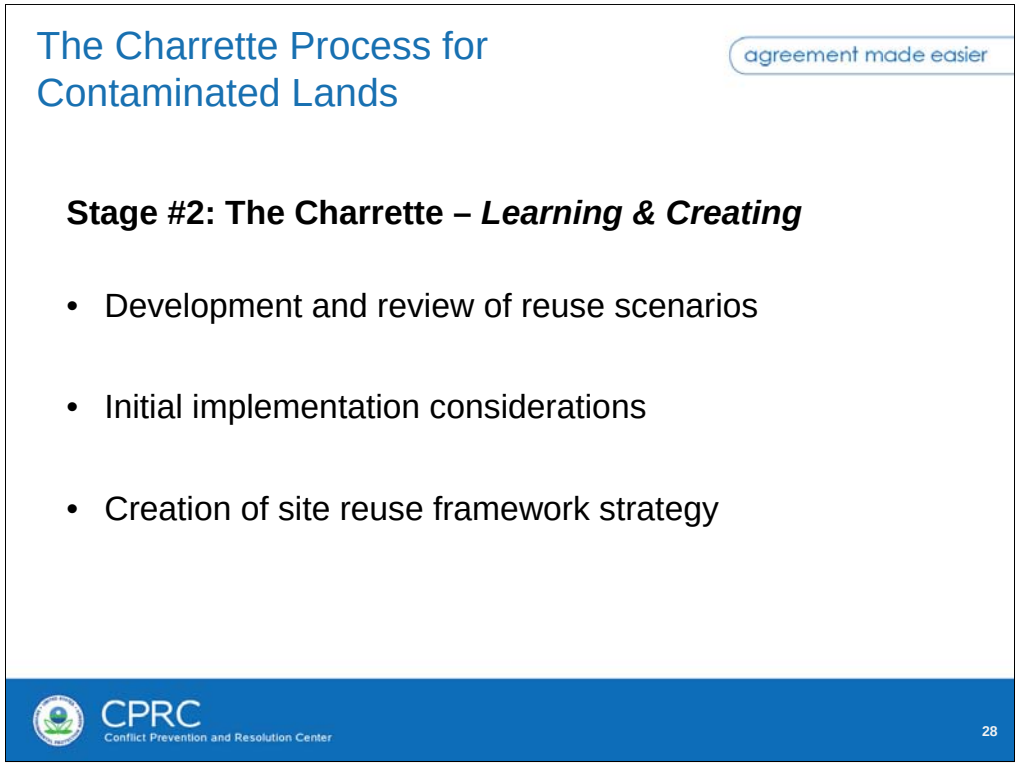
Community Information
"Community information" encompasses the social, economic, and land use context within which a site is located. Existing community preferences for the site's use, as expressed in the locality's Comprehensive Plan, zoning ordinance, and other community planning documents are reviewed and incorporated, as long as this information has been recently updated.



The Charrette Process for Contaminated Lands

The charrette is the heart of the design charrette process.

Building on the relationships established and information gathered during the pre-charrette meetings, the charrette can be an intense, time-compressed, multi-day workshop that carries a reuse planning project from initial ideas to alternative concepts to a preferred plan, often called a site reuse framework.



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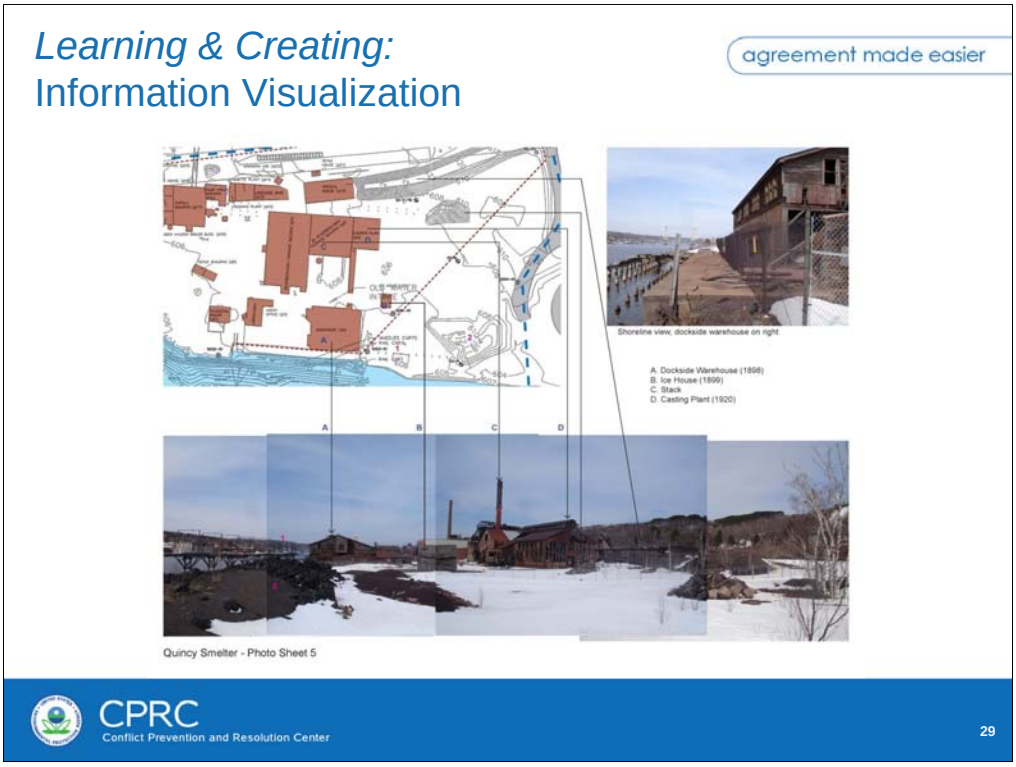
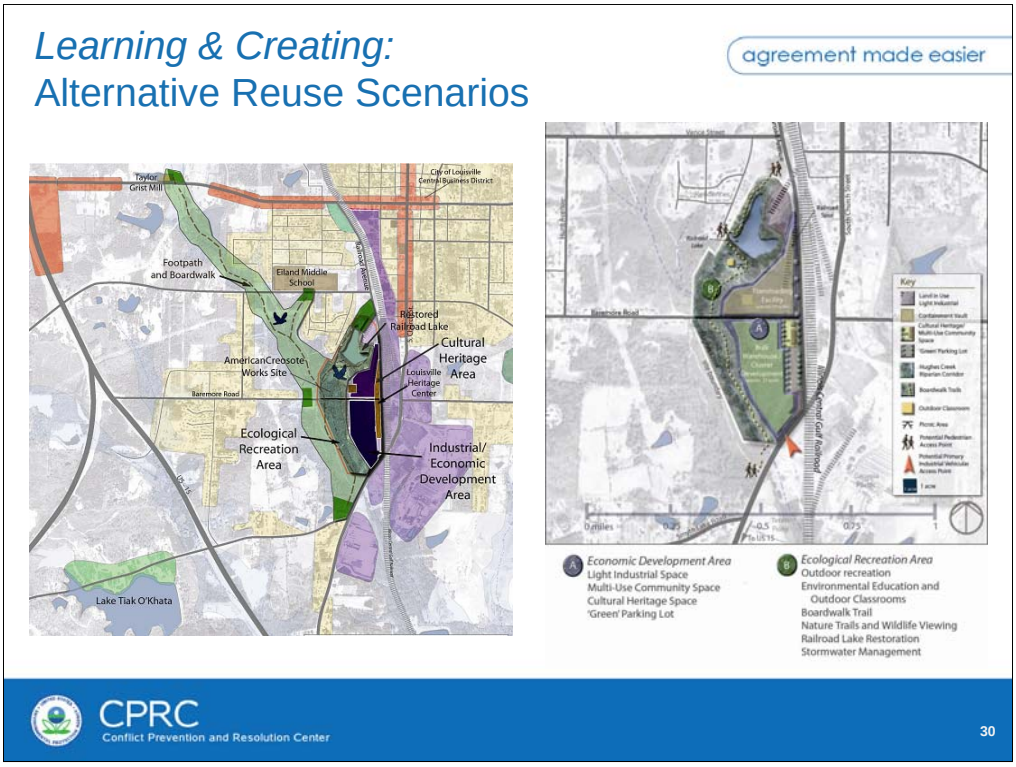


Learning & Creating: Information Visualization

Information gathered and analyzed during the pre-charrette stage is distilled into key findings by the charrette's consultant team and presented in a visually compelling manner for the project's initial educational sessions.

Here, historic sanborn maps for the Quincy Smelter Superfund site in Michigan are linked with current site conditions, providing charrette participants with prioritized information regarding opportunities to recognize and preserve the site's history and heritage.

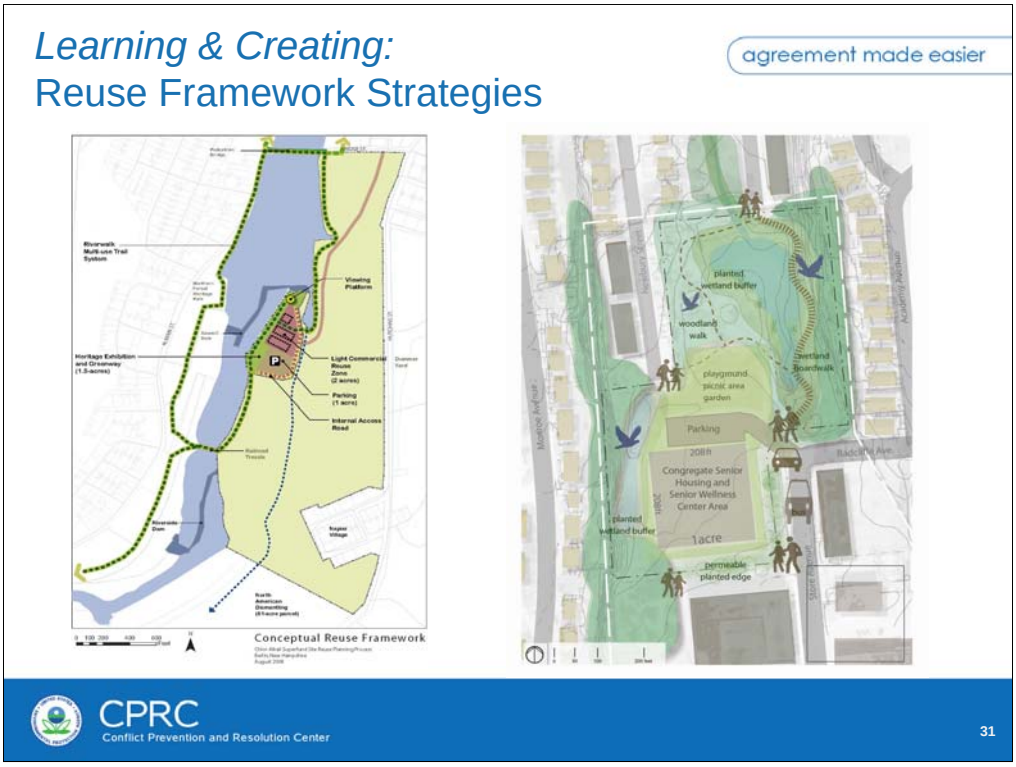


Learning & Creating: Alternative Reuse Scenarios

Based on the charrette's information gathering and analysis, discussions, and project reuse goals and guidelines, the charrette team develops conceptual plans that identify future land use opportunities for different portions of a site. The team also highlights challenges and issues that need to be addressed in order for particular land uses to be located at the site.

The charrette team's reuse concept scenarios are presented and evaluated by project participants, including EPA, and the general public. EPA and state agency staff play a key role as project resources during these "feedback cycles," working with all parties to explore whether potential site uses could be compatible with the site's contamination, remedy, and the protection of human health and the environment.

The illustrations on this slide are reuse scenarios developed for the American Creosote Works Superfund site, a former wood-treating site, in Louisville, Mississippi. The scenario on the left links potential site uses with the site's surroundings, which included a regional trail system and industrial land uses. The scenario on the right focuses on expanded opportunities for commercial and industrial development.



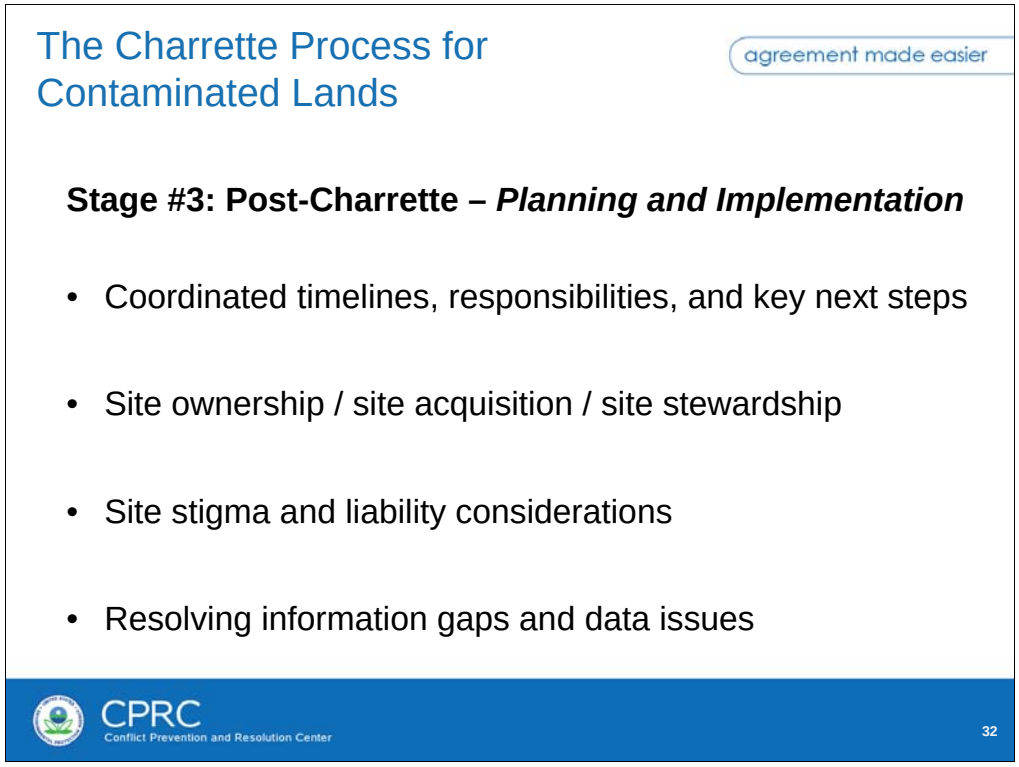
Learning & Creating: Reuse Framework Strategy

Final charrette activities synthesize site reuse options and focus on the development of a site reuse framework, a preferred site reuse plan that incorporates all project participant and community feedback, consolidates elements of the preceding alternative concept plans, and reflects the best design ideas of the project's charrette team.

Site reuse framework: the charrette team develops a visual plan or series of maps, called a reuse framework, which lays out the preferred reuse opportunities and key considerations for different parts of the site. Frameworks are flexible documents, able to incorporate new information over time.

The reuse frameworks on this slide are from the Chlor-Alkali Superfund site in Berlin, New Hampshire and the Scovill Industrial Landfill site in Waterbury, Connecticut. The framework for the Chlor-Alkali site focuses on commercial land uses and a regional trail system – the commercial land uses will link directly to the site's surroundings, which will be redeveloped as a commercial and industrial park.

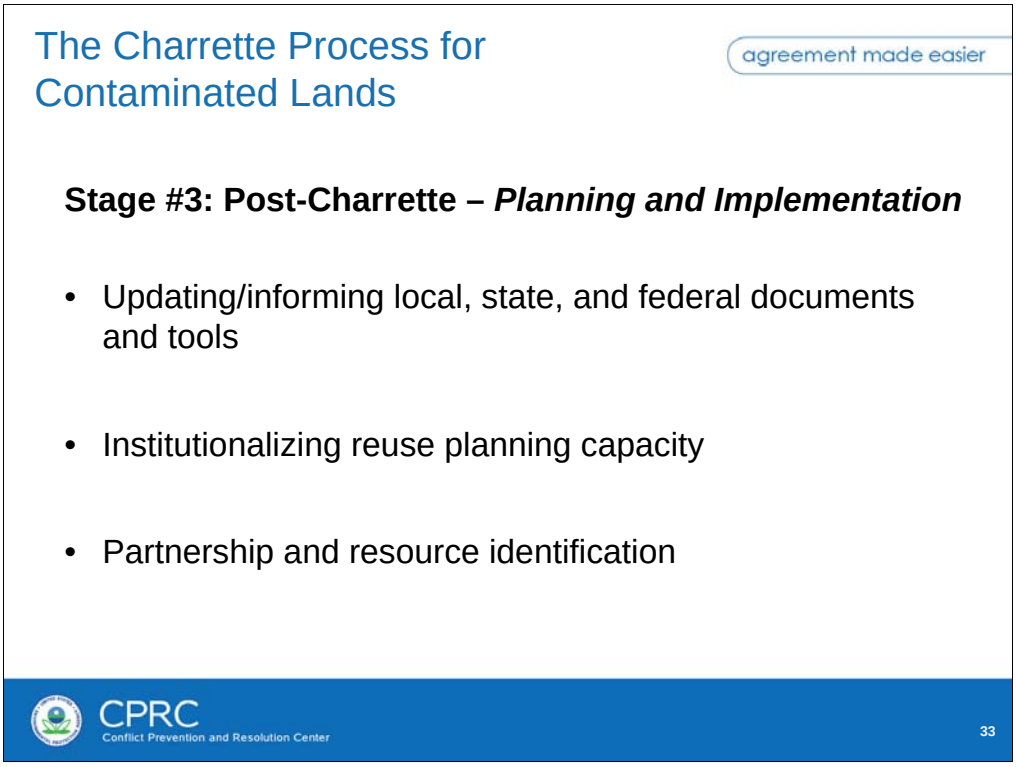
The framework for the Scovill site focuses on multiple site reuses, including a woodland natural and environmental education area, a playground, and a senior housing complex.



The Charrette Process for Contaminated Lands

Once the charrette has concluded, the project's reuse framework will have been finalized and presented to the community and EPA. In the third charrette stage, project participants work together to finalize a long-term implementation plan for returning a site to use, refining the reuse framework as needed. While implementation plans vary from community to community, they share some general considerations in common, including:

- developing a coordinated timeline that outlines reuse-related next steps and milestones for all appropriate project parties;
- establishing timelines and key next steps to enable EPA to integrate the community's reuse findings as part of the Agency's ongoing remedial process;
- working with EPA and state agencies to implement institutional controls, confirm site stewardship responsibilities, and modify site decision-making documents, as appropriate;
- coordinating with EPA and state agencies over the long-term to ensure the protection of human health and the environment at the site;
- pursuing site ownership transfer, acquisition, and stewardship opportunities;
- addressing site liability and stigma concerns;
- updating local regulatory tools (comprehensive planning and zoning);
- creating new regulatory tools and incentives (overlay districts, planned unit development districts, tax incentives, grants and loans, etc.) to spur site reuse;
- institutionalizing the community's reuse planning capacity within the local government or other entity, like a designed development authority
- identifying local, state, and federal public and private sector resources, including grants, loans, and technical assistance, that can help support a site's return to use.



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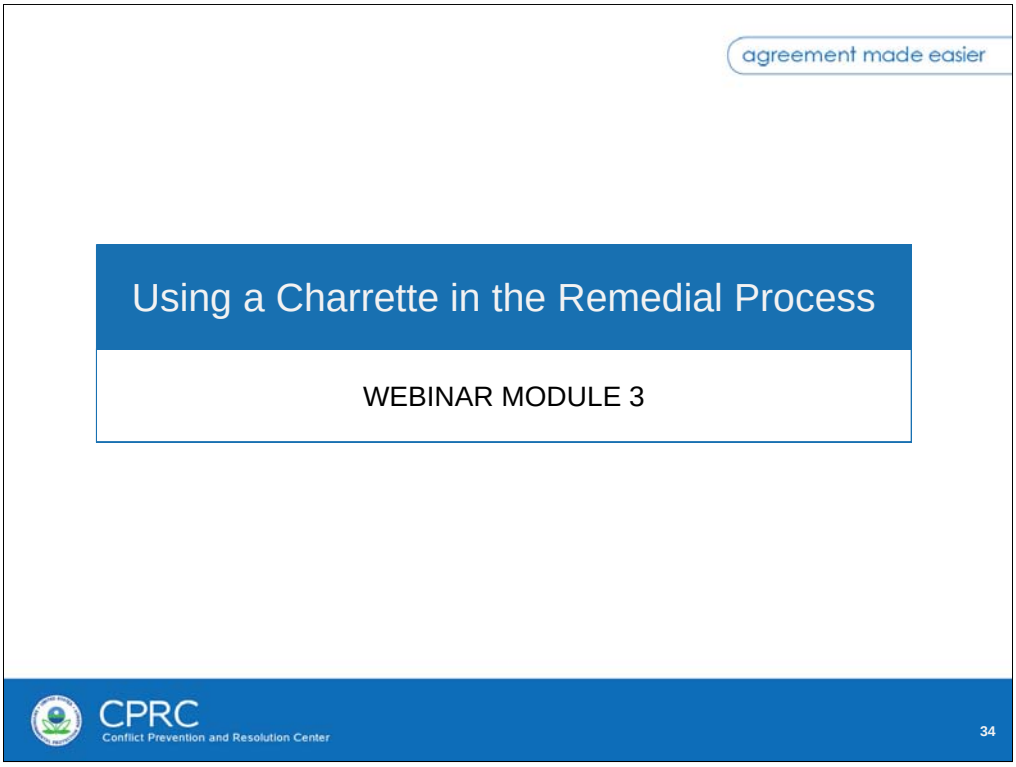


Using a Charrette in the Remedial Process

Key questions addressed by this module:

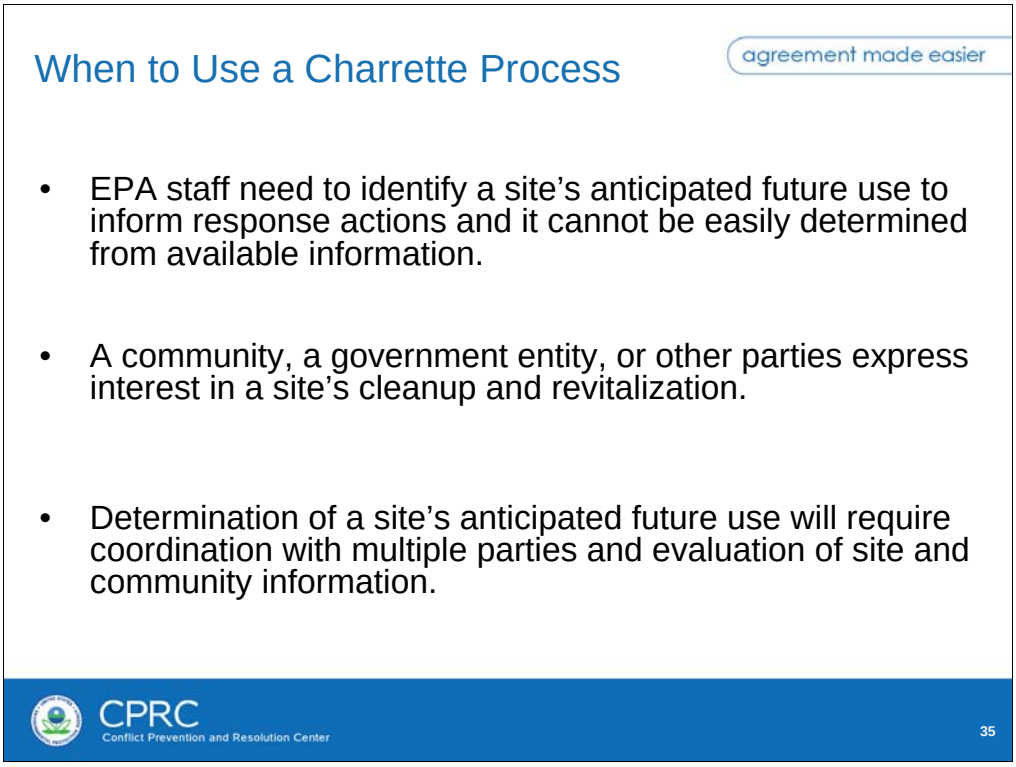
- When should a charrette be considered for a site?
- What do charrettes look like across the remedial process?

Design charrettes are an effective tool that can be used to integrate remedial and future land use considerations, address and resolve site-related disputes, and result in better decision-making for EPA, communities, and other site stakeholders.

Charrettes range in duration from one day to five days, with 2-3 months of pre-charrette preparations as well as post-charrette planning and implementation. Charrette process costs are typically 50K – 100K, depending on a project's complexity, information and expertise needs, and duration.

Keep in mind that much of these costs are "up-front." The site and community information gathering and analysis and stakeholder outreach that form the core of the charrette process need to be conducted at most contaminated lands. The charrette process provides an opportunity to conduct remedial planning and cleanup *in an intense, time-efficient way* that is future-focused, providing EPA and other site stakeholders with the information needed to protect human health and the environment *and* support land revitalization.

At some sites, a charrette process may even help to speed up the cleanup process and reduce cleanup costs.



When to Use a Charrette Process

Design charrettes may be a helpful tool to consider using at a contaminated site if any of these conditions are met. Design charrettes can be used at any stage of the cleanup cycle. Charrette strategies can also be revisited and updated based on new site and community information on an as-needed basis during the cleanup cycle.

When a Charrette Process May Not Be Appropriate

• A site's cleanup will prohibit any future use of the site.

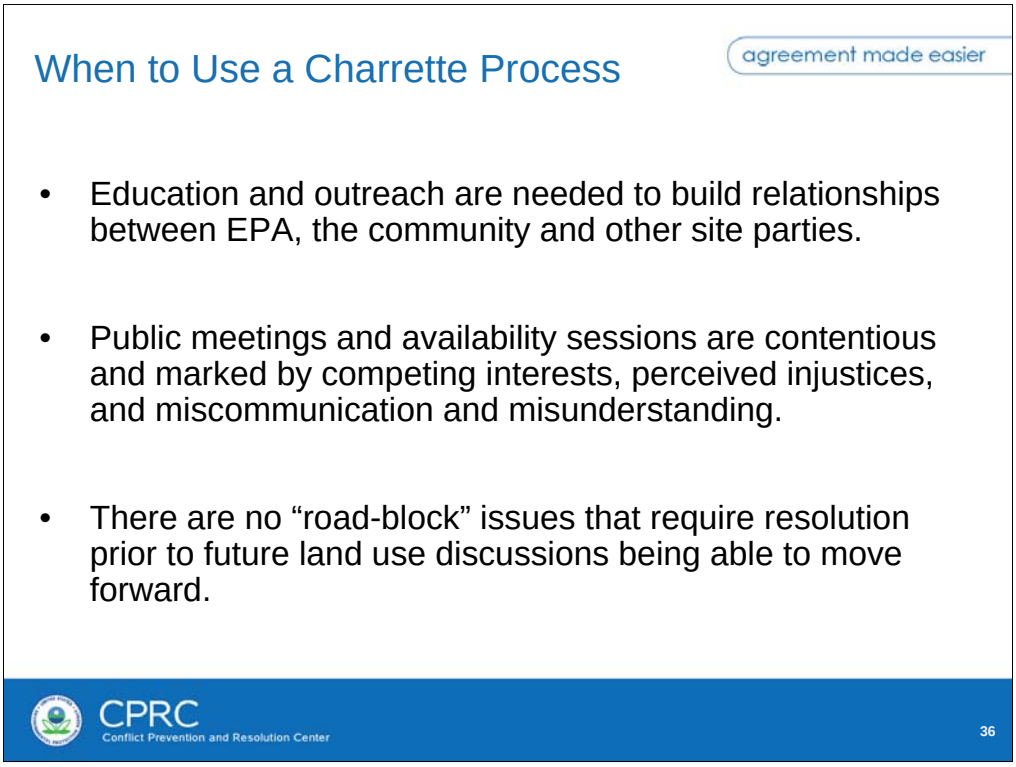
• A site's cleanup will take sufficient time (10+ years) before any future use(s) will be possible.

• Community research indicates that there is minimal current interest in the future use of a site, with large amounts of land available in the community for different land uses.

• There is already significant stakeholder consensus (or a motivated site owner) regarding a remedy-compatible future use for a site.

• The site poses an immediate risk to human health and the environment that must be addressed prior to other planning activities.

• There are significant community trust, environmental justice, or other issues that will need to be addressed either independently or as part of the charrette process.



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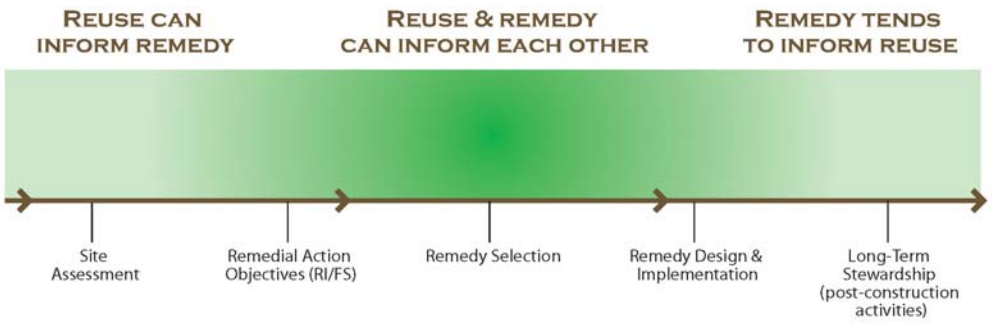
Charrettes and the Remedial Process

agreement made easier

- **The timing of a charrette in the remedial process determines how remedy and reuse considerations inform each other.**



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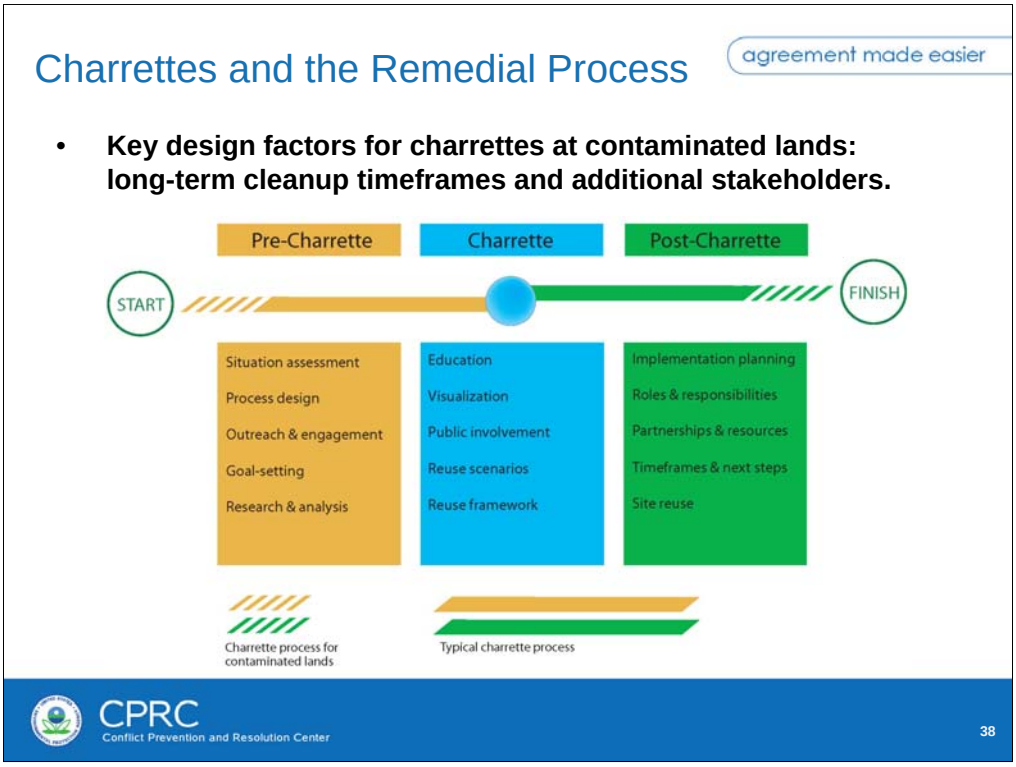
General Considerations

Prior to remedy selection, future land use considerations can inform EPA's site activities, including the site assessment, the development of remedial action objectives, and the selection and design of a site's remedy. Design charrettes provide a way to identify future land use considerations that can inform EPA's site activities, as well as community decision-making and planning.

These "upstream" interventions present a host of additional opportunities as well – to build community relationships, to address and resolve potential conflicts early-on, to establish realistic stakeholder expectations for a site's future use, and to explore how future land use considerations may enable potential cost- and time-savings for a site's cleanup.

Once a site's remedy has been designed, the focus of design charrettes changes. In most cases, the characteristics of the site's remedy and the types of land uses that it can support are primary factors in identifying potential future land uses that may be located at a site.

Charrettes during these "downstream" stages are also an effective tool for EPA and community stakeholders. For EPA, these processes can help ensure the development of effective institutional controls and identify potential future site users willing to implement and enforce ICs. For communities, the certainty of the types of land uses that a site's remedy will support can provide developers and other interested parties with the information they need to be able to move forward with a project.



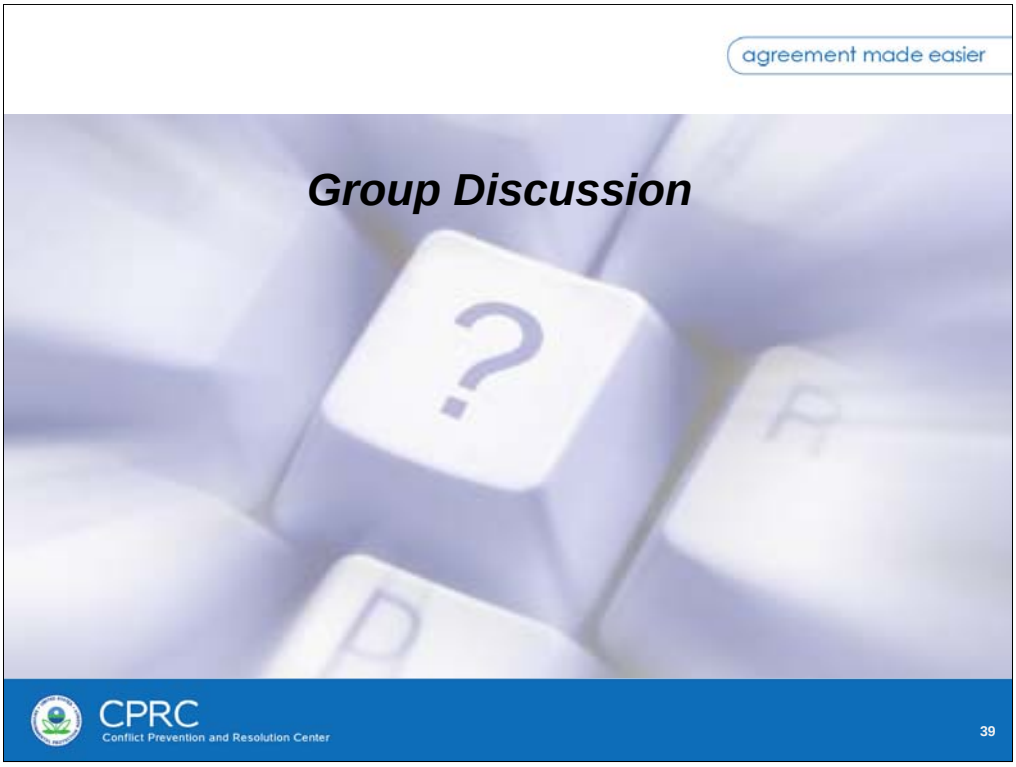
General Considerations

Charrettes for conventional projects can start quickly and move from ideas to implementation within months, rather than years.

Charrettes at contaminated lands like Superfund sites can take longer to start, due to the importance of building relationships among key parties and the community and addressing health and safety issues, and take much longer to implement, given the duration of many site cleanups.

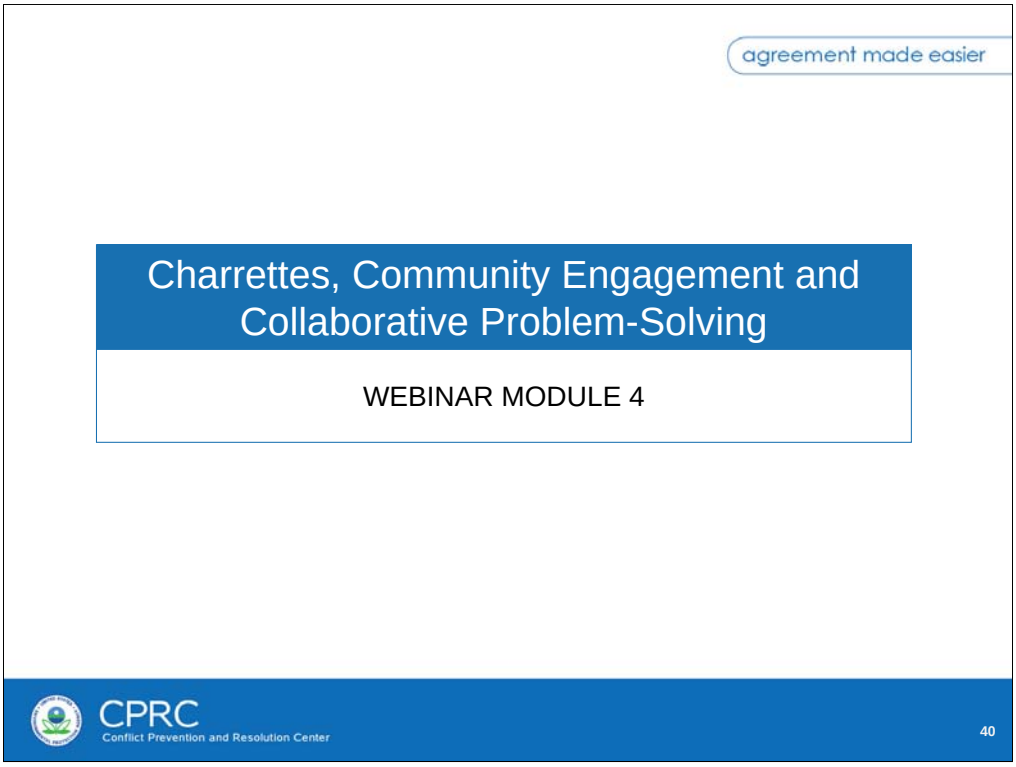
The long-term nature of many site cleanups also serves as an opportunity, however. These timeframes provide localities and other key parties with the time needed to address the site stigma, liability, infrastructure, and other considerations that need to be addressed to ensure successful site reuse and the long-term protection of human health and the environment.

The long-term nature of site cleanups may also mean that portions of sites can be reused in the shorter-term, leveraging the redevelopment of sites to certain levels in stages. For example, parts of a site may be reused as a park or for commercial retail land uses in the shorter-term, enabling site users to address site stigma issues and financially leverage a next phase of redevelopment, like mixed use residential land uses, in the future.



Group Discussion

Does anyone have any questions or comments on the materials presented so far in the webinar?



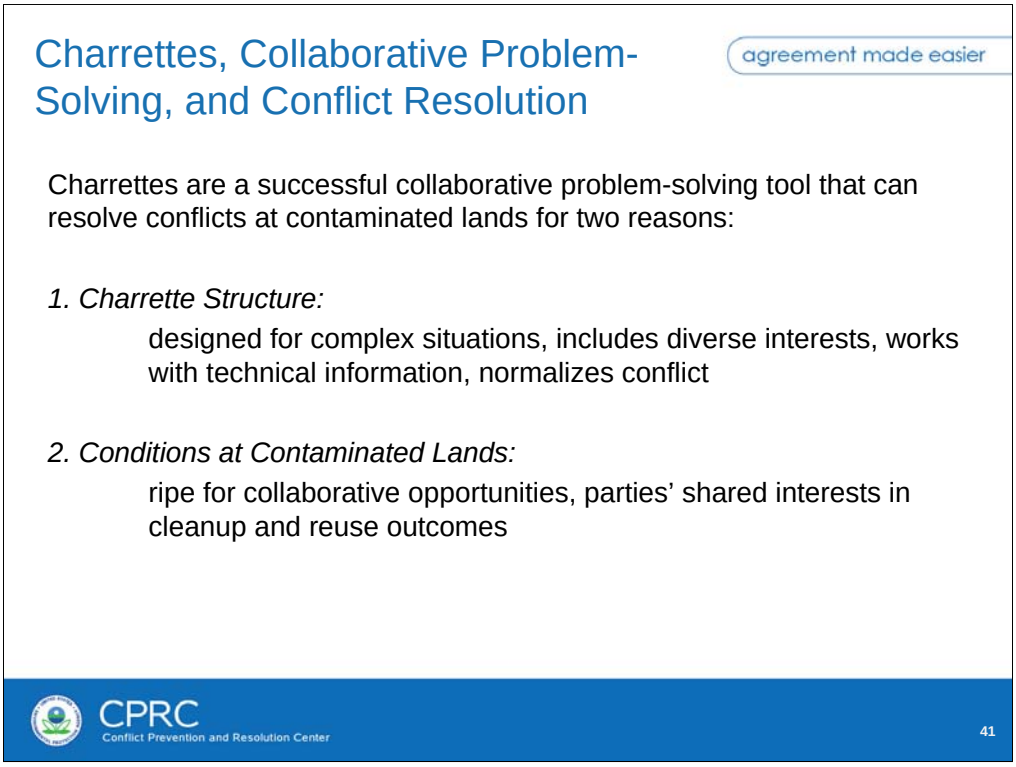
Module 3:

The Role of Charrettes in Conflict Resolution and Consensus Building

Key question addressed by the module: how can charrettes engage communities and lead to collaborative opportunities?

Lengthy site histories, health and safety concerns, diverse stakeholders, and the complexities of technical site information often lead to contentious situations regarding the cleanup and revitalization of contaminated lands. Public availability sessions with angry community members or combative negotiations with responsible parties can lead EPA staff to recoil from these situations, rather than embracing the opportunities presented by conflict.

Charrettes are a conflict resolution and consensus building tool as well as a land revitalization tool. This section of the webinar explores the characteristics of environmental conflicts and why collaborative processes like design charrettes are an effective tool that can be used to resolve these conflicts.



Charrettes, Conflict Resolution, and Collaborative Problem-Solving

Charrettes are used as a successful conflict resolution and collaborative problem-solving tool at contaminated lands for two reasons.

• First, the structure of charrettes is conducive to these outcomes. Charrettes openly recognize and address site complexities, include diverse interests and concerns, provide comprehensive information resources, and normalize conflict as part of process discussions.

• Second, conditions at contaminated lands are ripe for collaborative opportunities. Parties may have different positions and disparate perspectives, but they all have a shared interest in site cleanup and reuse outcomes. This bottom line can lead to surprising partnerships and initiatives among parties at sites.

Understanding Conflict

Conflict

"the opposition of two or more parties, one or more of whom have or perceive incompatibility of values, interests or goals, and one of whom attempt to persuade, neutralize, injure or gain advantage over the other party or parties."

Conflict is *natural … normal … inevitable*.

Conflict is *neutral.* Do you agree?

Conflict is an *opportunity.* Why?

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Understanding Conflict

Conflict is not the opposite of 'order' or the same as 'chaos,' for behavior of parties in conflict often follows identifiable and even predictable patterns. Conflict is rooted, not only in scarcity of resources, aggressive behavior, and personality, but in universal human needs for individual and cultural identity, security, and recognition, as well as in the policies and structures of political and economic systems. Struggles over identity, values, power, and limited resources are at the heart of all social conflicts.

Understanding Conflict

• Conflict does not just happen – its sources can be understood and addressed.

• Conflict is not necessarily bad! It can reveal injustices, attract attention to problems that need to be addressed, foster creativity, and empower individuals and groups to take control of their lives.

• Conflict often can be resolved, and mediation or other forms of conflict resolution, including the use of design charrettes, are often successful in doing so.

• Conflict is neutral **in terms of potential outcomes … conflict outcomes depend on *how it is handled*.**

• Conflict is an opportunity for: Identifying problems, improving understanding, creating innovative solutions, improving relationships, improving standards, regulations, and policies, engaging stakeholders, building civic capacity, and building social, intellectual, and political capital.

Eight Keys to Collaborative Problem-Solving for Charrettes

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1. **Customize** your approach, goals, milestones for the site.
2. Develop **joint criteria** for success.
3. Begin collaboration as **early** as possible.
4. Be **inclusive.**

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Eight Keys to Collaborative Problem-Solving for Charrettes

-- Design tailored, participant-appropriate approaches to the charrette process.

-- Begin as early as possible and bring people face-to-face.

-- Set attainable charrette goals and identify future milestones, as appropriate.

-- Invite broad participation – all those directly impacted, all those indirectly impacted, all the decision-makers, including site owners and potentially responsible parties.

-- Provide – and use - high-quality, legitimate information. Hi-quality information provides a basis for meaningful participation! Give example of information that is not legitimate or high quality vs. info that is.

-- Address participants' information needs promptly and as comprehensively as possible. (Be willing to go the distance!)

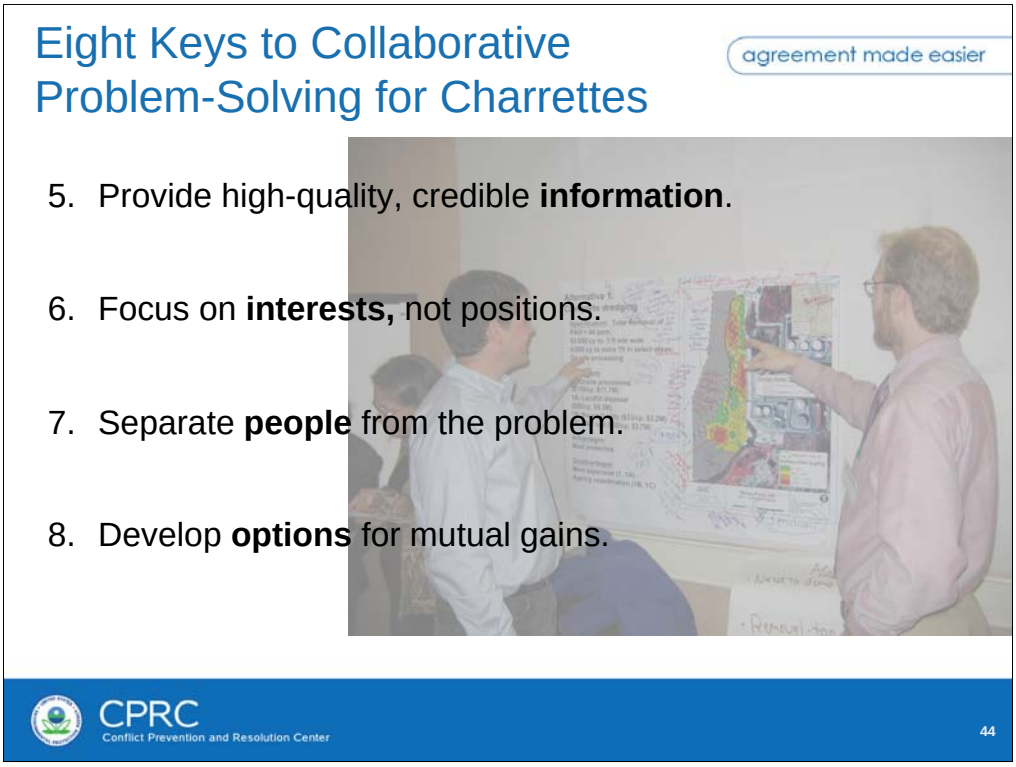
-- Focus on interests – not positions. Give example of position: "We must have a shopping center!" Vs Interest: "We seek enhanced commercial viability."

-- Separate the people from the problem: Focus on understanding – both the issues and people, (knowing the difference), hearing people, especially acknowledging and affirming their interests.

-- Develop joint criteria for success (objective criteria if at all possible): How will we know we've succeeded?

-- Develop options - feasible opportunities - that work for ALL key interests (mutual gains).

Picture Description: collaborative committee meetings for Money Point.



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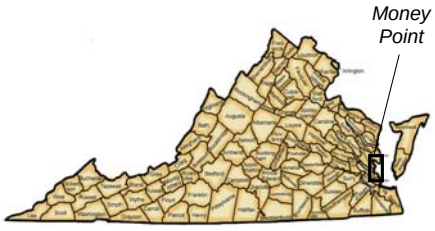
Picture Description: collaborative committee meetings for Money Point.

The Money Point Revitalization Task Force

agreement made easier



- Voluntary, multi-party effort to clean up Chesapeake Bay tributary
- Money Point: 330-acre portion of the Elizabeth River
- 18-month planning and charrette process managed by Money Point Revitalization Task Force
- Project goal: sustain economy and environmental regeneration

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The Money Point Revitalization Task Force: An Overview

We will talk briefly about each of these keys in the context of the innovative Elizabeth River project in Virginia.

Money Point should soon live up to its name again. This 35-acre area at a bend in the Southern Branch of the Elizabeth River in Chesapeake, Virginia once flourished with shipping terminals, factories and wood treatment plants. Legend has it that the locals dubbed it Money Point for all the jobs and wealth it created.

In recent years, however, laced with some of the highest concentrations of cancer-causing contaminants in the world, Money Point was thought to be a biological dead zone - a lost cause. But, in 2006, the Money Point Revitalization Task Force celebrated the completion of a 10-year plan to clean up and revitalize the area.

To date, $6.5 million worth of work is underway. When completed, the project, under the auspices of the larger Elizabeth River Project, will be one of the largest environmental restoration projects in the Chesapeake Bay.

Task Force Planning and Charrette Process

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- *Spring 2004:*
  Situation assessment
- *Jan. 2005 – Aug. 2006:*
  Task Force convened, six group meetings, including charrette
- *Fall 2006:*
  Final Revitalization Plan

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Task Force Planning Process

The plan has five 10-year goals, which run the gamut from prevention to cleanup to restoration. The task force, which met from January 2005 through August 2006, agreed up front that every interest group must play a role in moving the project forward and that consensus must be reached. This was no small feat, as there were nearly 100 participants representing the community, government, non-profit, industry and a local church.

Collaboration Key #2

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Develop joint criteria for success.

Money Point Revitalization

- *Shared Vision:*
  - "Money Point will be a model for the co-existence of thriving waterfront industry and ecological regeneration, while affirming community history, safety and aesthetics."
- *Joint Criteria for Success:*
  - Community-wide acceptance
  - Effectiveness in protecting human health and the environment
  - Economic viability

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The Charrette Process for Money Point: Collaboration Key #7

Develop joint criteria for success (objective criteria if at all possible): How will we know we've succeeded?

Picture Description: Collaborative committee meetings for Money Point.

Money Point Revitalization Project: *Project Plan Vision and Goals*

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Goal 1:
Clean up one of the most polluted spots on the Chesapeake Bay - the river bottom at Money Point.

Goal 2:
Prevent upland pollution from entering the river at Money Point, improving and maintaining water quality.

Goal 3:
Enhance community quality of life at Money Point and promote the co-existence of industrial, community and ecological health.

Goal 4:
Establish environmental stewardship as the industrial ethic at Money Point, primarily through the River Stars program.

Goal 5:
Restore and conserve wetlands, vegetated buffers, shellfish beds and urban forest, creating an integrated network of habitat for wildlife.

"Money Point will be a model for the co-existence of thriving waterfront industry and ecological regeneration, while affirming community history, safety and aesthetics."

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Money Point Revitalization Project: Project Plan Vision and Goals

Collaboration Key #3

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Begin collaboration as early as possible.

Money Point Revitalization

- Money Point revitalization planning began nine months prior to first Task Force meeting
- Situation assessment interviewed 50+ potential stakeholders
- Process invited stakeholder suggestions for collaboration opportunities

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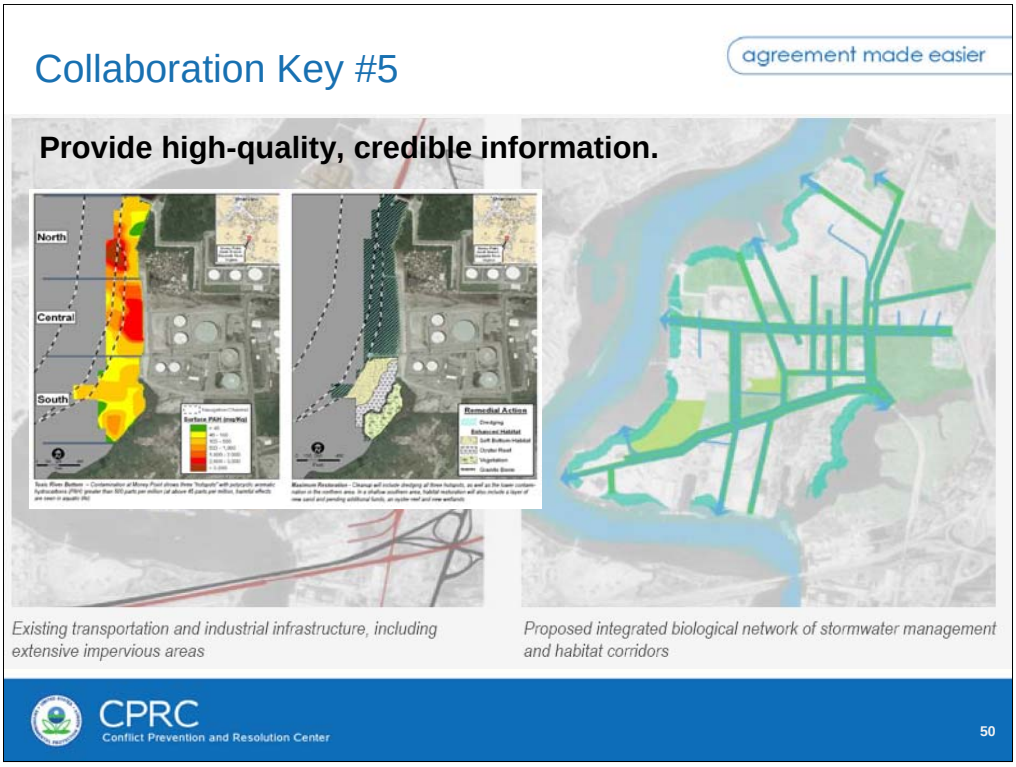
The Charrette Process for Money Point: Collaboration Key #2

- Begin as early as possible and bring people face-to-face.
- By the time of the charrette, participants had built relationships, knew each other, had established ground rules. Relationship-building is key part of opening process planning.
- Set attainable charrette goals and identify future milestones, as appropriate.

Picture Description: Collaborative committee meetings for Money Point.



The Charrette Process for Money Point: Collaboration Key #5

- At Money Point, the Task Force contracted with independent technical expertise to review findings for the community. Scientists were also members of the Task Force. Finally, all Task Force meetings were conducted with frequent opportunities for question sessions and discussions.

- Provide and use high-quality, legitimate information. High-quality information provides a basis for meaningful participation. Share examples of information that is not legitimate or high quality vs. information that meets these standards.

- Address participants' information needs promptly and as comprehensively as possible. (Be willing to go the distance!)

Picture Description: Sediment remediation findings and infrastructure maps developed by the Task Force.

Collaboration Key #6

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Focus on interests, not positions.

Money Point Revitalization

- *Position*: "get rid of all contaminated sediment"
- *Interests*:
  - human health/safety
  - aquatic system health
  - affordability
  - economic viability

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The Charrette Process for Money Point: Collaboration Key #5

Focus on interests – not positions. Give example of a position: "We must have a shopping center!" versus an interest: "We seek enhanced commercial viability."

Pictures: Project Team and charrette materials.

Collaboration Keys #7 and #8

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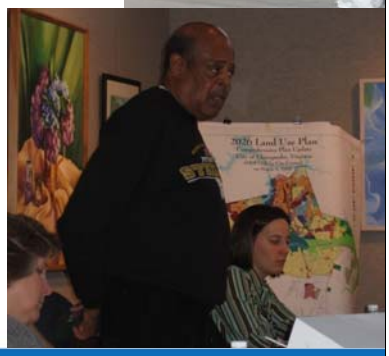
Separate people from the problem.

Develop options for mutual gains.

Money Point Revitalization

- Moving from "*they're the problem" to …* *"it's all of our problem"*
- Focus on relationships



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The Charrette Process for Money Point: Collaboration Key #6

Photo of treasure box – each session had something fun to share, with goodies. And photo shows City comp. plan – which does not show any residents at Money Point, only industry/commercial development. Photo also shows community historian at small community dinner the evening before Task Force meeting.

Separate the people from the problem: Focus on understanding – both the issues and people, (knowing the difference), hearing people, especially acknowledging and affirming their interests.

Picture Description: Collaborative committee meetings for Money Point.

Community Celebration

In October 2006, the Elizabeth River Project unveiled a five-point plan to revitalize the Money Point waterfront in Chesapeake, VA, one of the worst areas of the Elizabeth River. US Congressman Randy Forbes was keynote speaker for the crowd of 125. The plan has five goals for restoring Money Point and $15 million is already in place to implement the plan.

Project's current status (as of summer 2010): July 1, 2009 marked the launch of the inaugural cleanup of contaminated sediments on the Elizabeth River, and related restoration at Money Point.

Phase I of the cleanup addresses 19.5 acres of contamination at Money Point. Phase 1 includes the removal of the first toxic hotspot (800 cubic yards) and placement of a 1.3 acre "living cap" of clean sand and wetlands to restore healthy habitat. Adjacent, The Elizabeth River Project also will restore 5.5 acres of tidal wetlands and forested shore at Elizabeth River Terminals, a private partner donating use of its land for the project. Phase 2: another 12 acres and 80,000 cubic yards of contaminated sediment will be dredged by 2012.

The Money Point site is being restored in two phases, with both to be completed no later than 2012 at a cost of more than $6 million. Five million dollars will be provided through The Living River Restoration Trust, a mitigation fund authorized by the US Army Corps of Engineers and the VA Department of Environmental Quality, and received from APM Terminals Virginia. Additional support comes from EPA's Targeted Watershed Initiative and Community Action for a Renewed Environment programs, NOAA's Community Based Habitat Restoration Program, the Virginia Department of Environmental Quality, FishAmerica Foundation, the Virginia Migratory Waterfowl Stamp Grant Program, Hess Corp., Luck Stone and the members and donors of Elizabeth River Project.

-- Dredging of contaminated sediments is ongoing, with river and upland restoration plans also initiated, which will include removal of invasive species, tidal marsh plantings, and expanded stormwater and drainage management.

-- So far, the upland restoration includes 2,100 plants, with 15 species of native hardwoods. This restored habitat will offer acres of wetlands and upland buffer, providing a much needed habitat for ducks, songbirds, and other wildlife.

Money Point Revitalization Project: *Future Land Use Plan*

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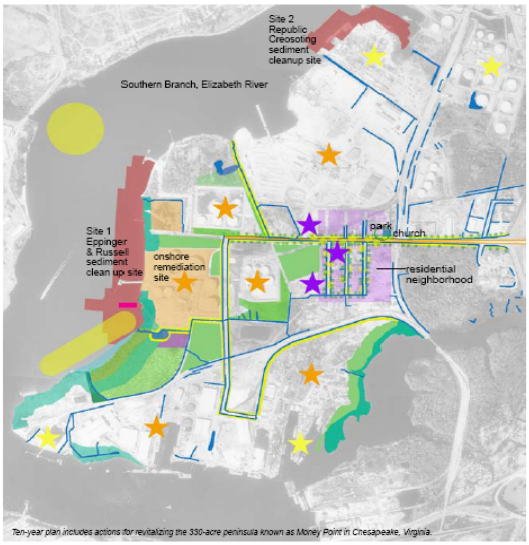

Composite Map of Proposed Restoration Projects

- **Sediment cleanup site**
- **Onshore cleanup site**

Stormwater Management

- Bioswales/habitat corridor
- Retention Ponds (BMPs)
- Pervious Paving

Wildlife Habitat

- Riparian Buffers
- Tidal Wetlands Restoration
- No-mow+urban forest area
- Street Trees
- Shellfish restoration

Community Quality of Life

- Public park/playground
- Learning Barge
- Pervious Sidewalks
- "Dark skies" Street lighting

River Star Industries:

- Current
- In the making
- Future target

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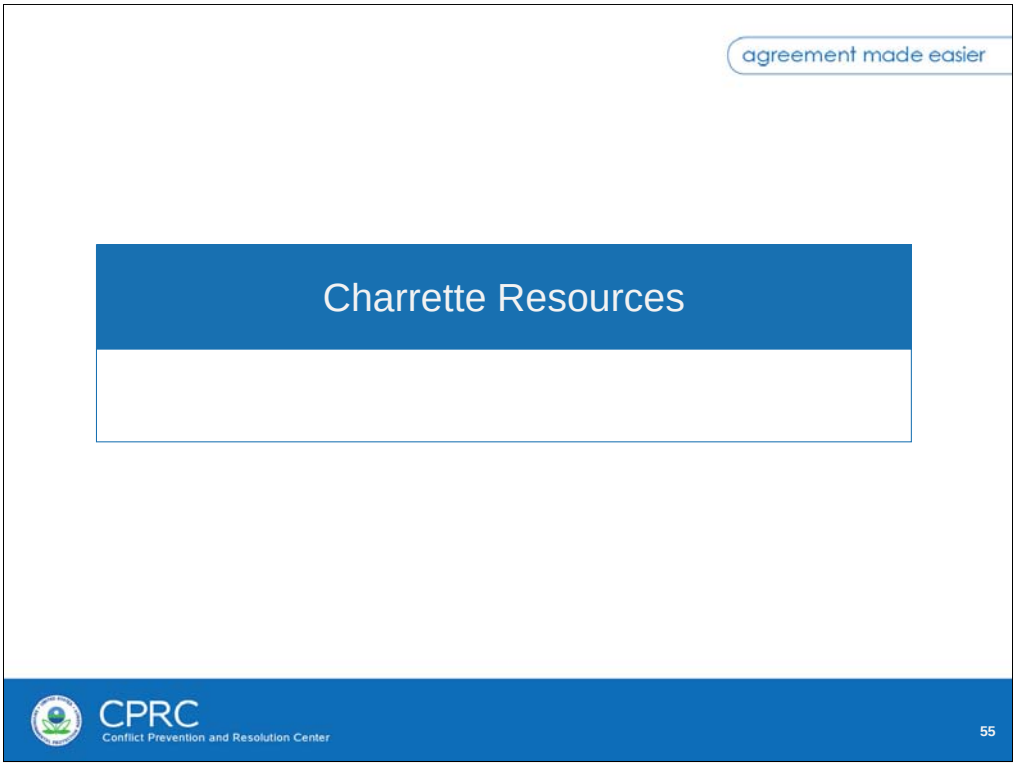
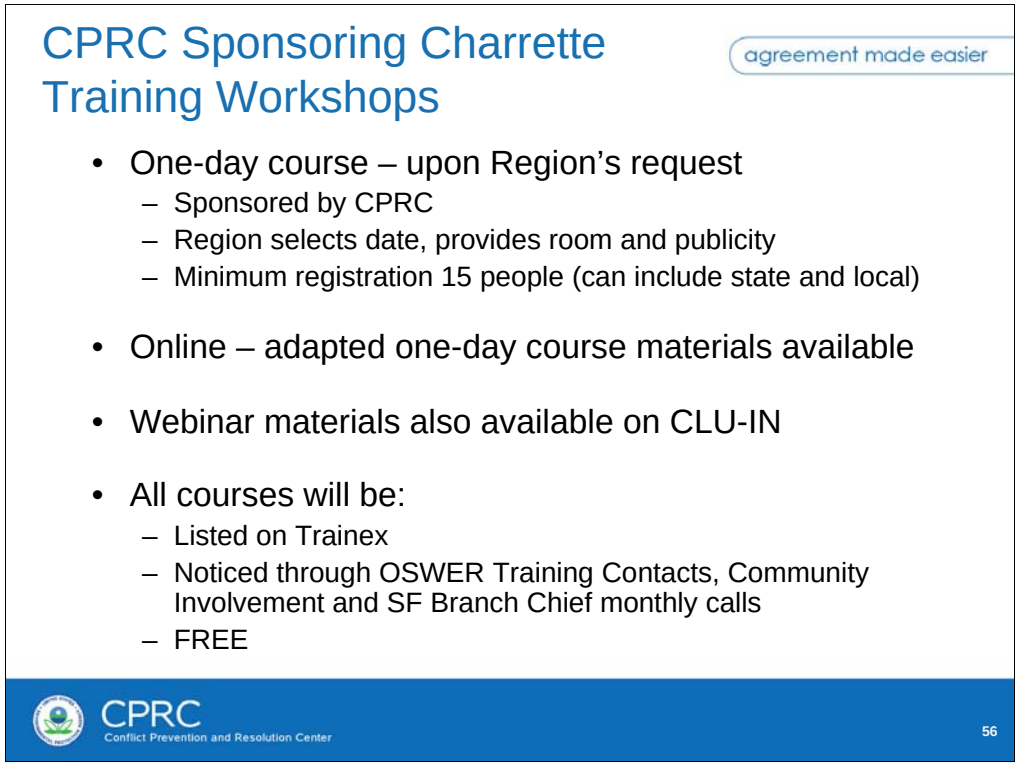
Money Point Revitalization Project: Future Land Use Plan



Charrette Resources



CPRC Charrette Training Workshops

Today's webinar provides a brief overview of topics covered in-depth in CPRC's one-day charrette training workshop. If you would like to learn more about charrettes, this engaging, interactive training is a great next step. CPRC is sponsoring these workshops upon request by the Regions.

Today's webinar materials and other charrette information are available online via CLU-IN.

CPRC Charrette Funding Available

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- Situation assessment funding available:
  - Through CPRC contract
  - For Superfund site focused projects
- If charrette is possible:
  - Some site funding will need to be available
  - Depending on site, additional funding for charrette may be available through CPRC
- Easy, expert contract access available for non-SF sites, but funding from CPRC is scarce
- Experienced facilitators/service providers selected on site-specific basis

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CPRC Charrette Funding

For More Information

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EPA Conflict Prevention and Resolution Center

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For More Information

Other Training and Capacity Building

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Other training workshops available through CPRC include:

- Quest for Consensus
- Using a Mediator to Maximize Effectiveness in Negotiations
- Situation Assessment – Fitting the Forum to the Fuss
- Interest Based Negotiations / Problem Solving
- Apology – A Conflict Prevention Tool

Other Training and Capacity-Building

Resources & Feedback

- To view a complete list of resources for this seminar, please visit the **Additional Resources**
- Please complete the **Feedback Form** to help ensure events like this are offered in the future

Need confirmation of your participation today?

Fill out the feedback form and check box for confirmation email.

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