How an Effective Communication Program Streamlined Remediation, Managed Risks, Obtained Stakeholder Consensus, and Reduced Cost

Linden Place Property
Marion, Ohio

Marc Okin - Columbia Gas of Ohio
Shawn Fiore - Haley & Aldrich

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Agenda

- Site History
- Communications and Project Planning
- Communications Actions
- Investigation / Remediation
- Conclusions
Site History

• A Manufactured Gas Plant was constructed at this site in about 1861.
• Was the 1st business corporation in Marion.
• The MGP included:
  • 1 retort building
  • 3 gas holders
  • 1 tar well
  • Purifiers
  • Coal and coke storage,
Site History

- A Manufactured Gas Plant was constructed at this site in about 1861.
- Was the 1st business corporation in Marion.
- It was Big News!
Marion Gas Light Company
Marion Gas Light Company
Site History (continued)

1895 Sanborn Map
Site History (continued)

- The plant ceased operations in about 1902 and the MGP was eventually razed.
- The property was sold to a developer (William T. Jones) in 1912.
- By 1914, a new road (Linden Place) and 16 new homes had been constructed on the former plant property.
By 1914, a new road (Linden Place) and 18 new homes had been constructed on the former plant property.
Site History (continued)

Linden Place Property - 1914 Sanborn Map
• Fast Forward 90 Years
Linden Place

These homes remained at their original locations when the project started.
Linden Place

These homes remained at their original locations when the project started.
The Project

Investigate and if necessary remediate impacts, if any, related to former MGP.
The Challenge

- Complete the project, by
  - Obtaining access, for Phase I and II activities, to 18 properties on which turn-of-the-century homes were located;
  - Ultimately purchasing the properties on the former MGP footprint;
  - Moving the owners / tenants to new locations;
  - Closing the roadway (Linden Place)
  - Demolishing the buildings;
  - Working with The City toward future reuse of the property
  - Vying for a CORF grant;
  - Winning the grant and
  - Implementing the remedy.
The Solution

• Implementation of a proactive communication program designed to
  • Provide timely information on project specifics
  • Listen to and respond to questions and concerns
  • Request input from stakeholders
  • Obtain input from local officials and keep local officials informed.
MGP?
What is a manufactured gas plant?

- Manufactured gas – also known as coal gas or town gas - was produced when coal, coke and/or oil was burned in a closed vessel.
- The gas was captured and cleaned of impurities before being stored in large round structures, known as gas holders.
- Town gas was distributed first for lighting streets, homes and businesses and later for heating and cooking.
- The gas holders are prominent features in historical pictures of our communities
What did a manufactured gas plant look like?
How was manufactured gas stored and distributed?

Storage and Distribution

Gas Storage Tank

Governor
The Communications Team

- Gretchen Monti – Monti Communications
- Ray Frank – Columbia Gas of Ohio
- Marc Okin – Columbia Gas of Ohio
- Shawn Fiore – Haley & Aldrich
- City of Marion
  - Mayor Scott Schertzer
  - Director Jay Shoup
  - Others
Communications Planning

• A proactive community relations program was
  • A must for building trust with stakeholders
  • Key to honest and open, two way communication
  • Critical for project success (remediation and reuse)
  • It formed the basis for being awarded a CORF grant for the site remediation, and
  • Future development to be guided by the City (the city now owns the property).
Communications Tools

- Stakeholder Identification
- Meetings
- Provide Periodic Updates
- Information Repositories
Communications Tools

- Stakeholder Identification
Communications Tools

- Meetings were held to
  - Inform and Educate Stakeholders
  - Listen and respond to concerns, worries, questions
  - Obtain feedback and input
- Meetings with
  - Local and regional government officials
  - One-on-one Meetings with landowners
  - One-on-one Meetings with tenants
  - Stakeholder Meetings – group and one-on-one
Stakeholder Meetings

• Numerous public meetings, frequent contact, periodic / timely updates.
Communications Tools

• Provide Periodic Updates
  • Personal communications
    • In person
    • Phone
    • Mail
  • Fact Sheets
  • Work schedules (no surprises)
  • Results of Work Completed
  • Next steps and what to expect.
Communications Updates
Communications Tools

• Information Repositories
  • Website
  • On-site signage
  • Library
Project Website

Community Window on the Linden Place Property
Marion, Ohio

Welcome to the community website for information on the environmental project at the Linden Place Property in Marion, Ohio.

This project is a public/private partnership between the City of Marion, the Ohio Department of Development (Clean Ohio Revitalization Fund), and Columbia Gas of Ohio. The project is being led by the City of Marion, with support provided by Columbia Gas.

This website is provided to keep the community informed on the progress of the cleanup efforts at the Linden Place Property, which is the site of a former manufactured gas plant. We are committed to doing this job right, safely, and cost effectively.

The tabs above will take you to pages that provide information about various aspects of the project. The contacts page provides links to the City of Marion, Columbia Gas of Ohio, Ohio Department of Development and the Ohio Environmental Protection Agency to obtain more information about this project.

Check back in the future for further updates on our progress.

Historical Photographs of the Former Manufactured Gas Plant in Marion
Circa 1895 and 1904
Linden Place Property - Environmental Remediation Project

SITE BACKGROUND: This site was used from 1861 until about 1904 to manufacture gas for distribution to portions of Marion. Gas was produced in this era by roasting coal, coke and/or oil in a closed vessel and storing the gas in a large tank called a gas holder prior to distribution. Local gas manufacturing was replaced by the interstate natural gas pipeline system that now serves the community. Coal tar, a byproduct of gas manufacturing, was generally collected and sold for uses such as roofing cement and asphalt; however, some coal tar entered the environment. As part of its commitment to protect the environment and be a good neighbor, Columbia Gas of Ohio has completed various environmental studies and developed a remediation plan to clean up this site, which is now under way. This project is a public/private partnership of the City of Marion, the Ohio Department of Development (Clean Ohio Revitalization Fund), and Columbia Gas of Ohio.

Current Remediation Work: The goal of this remediation project is to restore this property so that it is safe to use in the long term. The remediation includes excavation and off-site disposal of material within the gas holders and coal-tar impacted soils, as well as restoration of the site for future re-use. We anticipate work will be completed in the Spring of 2011.

Regulatory & Contact Information: The remediation is being completed under a Clean Ohio Revitalization Grant, following Ohio EPA, Voluntary Action Program requirements. For further information, please contact one or more of the following: Jay Shoup, the Marion City Service Director, at 740.387.4705, Gwen Janeczek of the Marion Health Department at 740.387.2875, Ray Frank, Columbia Gas of Ohio Communication Manager at 440.240.6122 or the Ohio EPA at 614.644.3020

Additional information is available online at: www.lindenplaceproperty.com
**Alternative Scenarios**

- Before implementation of the communications program, the project team considered a number of alternative remedial scenarios that were...
Project Update

• Remediation work is complete.
• Approximately 18,500 tons of impacted soils were removed and disposed.
• Grass cover has been established.
• No injuries, spills, leaks, or reportable incidents.
Remediation
Remediation
Remediation
Remediation
Linden Place Property – Project Sequence

Prior to Site Work

Initial Investigation

Securing Properties

Demolition

Remediation

Post-Remediation
Press Coverage – Four Times
Press Coverage

Officials fete finish of Linden Place project

MARION - Rain falling on the tent canopy overhead and puddles forming underfoot didn’t keep officials from recognizing the Linden Place project Wednesday.

The project, which began in 2005, included the purchase by Columbia Gas of Ohio and demolition of 12 homes after discovery of hydrocarbons at the former manufactured gas plant site. It also involved removal of contaminated soil and groundwater and donation of the 1.1-acre property in 2010 to the City of Marion for potential redevelopment.

Columbia Gas of Ohio, the City of Marion and the Ohio Department of Development collaborated on the $3.6 million project, with no cost to the city, said Ray Frank, Columbia spokesman. The city won a $2 million Clean Ohio Revitalization Fund grant for the project.

Jack Partridge, chief regulatory officer and Columbia Gas of Ohio president, and Mayor Scott Schettler described the project as a prime illustration of a successful public-private alliance.

"It’s another example of a unique partnership where the public and private sectors can work together for the community," Schettler said.

He said he will work with department heads to determine what the city will do with the property, which carries some restrictions. The site will not be used for industrial development, but could be a commercial property - although that would require rezoning, he said. Currently, the property is zoned residential.

“It’s possible we could market this site,” he said. “Again, there are restrictions... It’s still nestled in a neighborhood setting. It would be nice if we could maintain that type of atmosphere.”

Partridge said Columbia Gas has been through a number of remediation projects, but the Linden Place project stood out.

“What’s unique ... is this is virtually in the heart of the city,” which increased the human element involved, because typically former manufactured gas plant sites are in rural settings, he said. “I think we worked well with each other.”

Speaking at the recognition event, city
The Results

• The project is complete, NFA submitted for review.
• No significant third-party complaints
  • No odor complaints
  • No traffic complaints
  • No neighbor complaints
• Minimal newspaper coverage, was factual and positive.
• No TV coverage.
• Project resources were focused on expediting site remediation and not on reactive responses to media / stakeholder issues.