

Fitzgerald & Halliday, Inc.

Scope of Work (1/25/17)

Manresa Power Plant Economic Study

Task 1: Existing Conditions Assessment and Fatal Flaw Review

The first stage of the work effort will seek to provide the City and neighborhood with a clear understanding of the site. Much of this work has already been completed by the neighborhood association and by past property owners. The FHI team's focus will be to augment this information, assess the information from a development perspective and consider a wide range of potential site uses. Additionally, a more detailed study of the ecology and natural resources of the site will be undertaken. This will all be coupled with an increased focus on resiliency planning and coastal storm preparedness. This assessment will be used to identify "fatal flaws" that would be prohibitive of the reuse or redevelopment of the site.

1.1 Environmental Risk

The FHI team will complete the following work efforts to assess remediation needs and development potential of the site.

- **Comprehensive review of site reports:** A review of CT DEEP, City of Norwalk and Manresa Association records is proposed to compile site-related reports to gain an understanding the nature and extent site impacts at the property and regulatory status of the site under the Property Transfer Program and the RCRA program. Areas with prohibitive levels of contamination would be identified during this review.
- **EPA Records Review:** A review of available EPA records via a Freedom of Information Act (FOIA) is proposed. On April 15, 2015, EPA finalized regulations to regulate the disposal of coal combustion residuals as solid waste under RCRA. The applicability of this law to the former coal ash disposal area needs to be assessed for potential remedial implications.
- **Review of Land use:** We proposed a review of current zoning and land use information on-file at the City of Norwalk to assess the possible City-related development restrictions and other CT DEEP permits that could be needed for redevelopment scenarios.
- **Site visit:** We propose a site visit/ walkthrough to assess the condition of the site if access is provided by property owner. The walk-through would also allow for a visual inspection to identify potentially hazardous building materials (i.e., asbestos, lead-based paint and polychlorinated biphenyls[PCBs]).

1.2 Ecological Review

The FHI team will document existing ecological resources and conditions within and surrounding the Manresa site. The effort will identify unique natural resources including avian species, critical habitats and opportunities for ecological enhancements to current site conditions.

1.3 Resiliency

The FHI team will review existing coastal flooding models and review recent storm inundation reports to assess potential needs for resiliency planning at the site.

1.4 Market and Fiscal Assessment

The FHI team will conduct an Economic Baseline Conditions Analysis, which will include an examination of industry employment and trends as well as a real estate market overview. This assessment will identify opportunities for economic growth, which could inform potential site re-uses.

Task 1 Deliverables

- Technical memorandum of existing conditions including Tasks 1.1-1.4.

Task 2: Facilitated Public Workshop #1

We will facilitate a public workshop on the findings of the Existing Conditions and Fatal Flaw analysis. This workshop will be based on the findings and range of potential viable uses of the site based on the analysis of natural resources, contamination, infrastructure, and economics. The session will focus on brainstorming and identifying potential uses for the site.

The public workshop will be conducted with support from the City to ensure strong attendance and assistance with meeting logistics. The workshop will:

- share the results of the early technical work and the likely development constraints;
- identify the range of ideas suggested to date for the site derived from comments from the City, focus groups or interviews, developer/owner preferences, existing conditions assessment, and other sources;
- have citizens work in break-out groups to brainstorm additional ideas and identify pros and cons of various options;
- coordinate interactive exercises, including polling on key principles to guide decision-making;
- and provide an initial test of preferences for future uses of the site.

The primary goal of this first session is to share preliminary information and inform participants of the site constraints, allow for the introduction of new ideas and interests within those constraints, and derive a joint set of shared principles or criteria to guide decision-making.

Early in the process, we will work with the City and neighborhood association to ensure a transparent, open, and easily accessible process to maximize citizen participation interest. This includes posting notices about the workshop on the City website, and via existing newsletters, mailing lists, local newspapers, Norwalk Hour, and cable community access.

Task 2 Deliverables

- Promotional material for workshop

- Conduct public workshop
- Workshop summary documentation

Task 3: Conceptual Site Plan(s)

3.1 Potential Site Use(s) Screening Review

Following the Existing Conditions/Fatal Flaw Analysis and Public Workshop #1, we will conduct a more detailed analysis of the highest and best uses for the property. To complete this analysis, the FHI team will consider the following screening criteria and others identified by the first workshop and steering committee input:

- Site plan requirements including necessary environmental remediation.
- Permitting issues and development schedule for each proposed use.
- Available financial incentives and potential sources of revenue for the project.
- Preliminary estimates of project costs, and simplified life cycle pro forma analysis.
- Community concerns and desires
- Potential ecological benefits and impacts

The screening review will include a “Consumer Reports” type evaluation matrix.

3.2 Conceptual Site Use Plans

Up to three (3) alternatives will be considered based upon input provided from the public workshop and discussions with the steering committee. We expect a range of alternatives will be brought forth including open space/recreational uses, real estate development options and hybrid models.

Potential site uses will be assessed based on the following series of parameters:

- Regulatory issues (e.g. air and water emissions permits in place; currently allowable zoning uses and procedures; other environmental regulations, including wetlands, rare species, potential CT DEEP OLISP permitting)
- Environmental clean-up constraints and required remediation (taken from Task 1)
- Non-brownfield land development issues – regulatory flood plain, storm surge, wetlands, soil conditions, site infrastructure, POCD and zoning;
- Impact on abutting neighborhoods;
- Test fits based on typical footprints and development parameters of buildings and recreational facilities to understand dimensional and unit capacity of the land;
- High-level traffic count estimates of test fits;
- Rough cut clean-up costs to meet the reuse need (taken from Task 1);
- Market considerations based on high-level real estate market scan;
- Market price points for various real estate types;
- Real estate demand trends.

Task 3 Deliverables

- PowerPoint presentation for Public Workshop #2
 - Screening matrix
 - Conceptual Plans (3)

Task 4: Facilitated Public Workshop #2

The second workshop will share the results of work effort to date and the conceptual site uses. The meeting will include a brief presentation and keypad polling preference survey of the potential site uses and associated attributes.

Following the workshop, the team will refine the options and associated narrative and will post a presentation of the site use options on the City website. We will also provide an on-line survey, much like the keypad polling, to allow citizens in Norwalk to weigh in on the various choices as informed by the site assessment. The primary goals of this second session would be to share detailed information on emerging options for reuse, allow for detailed citizen discussion of the tradeoffs and pros and cons of various options, and to identify, to the extent possible, the preferences of citizens for which options are preferred and why.

Similar to Workshop #1, we will promote the workshop via local media and will require assistance from the City in its promotion and meeting logistics.

Task 4 Deliverables

- Promotional material for workshop
- Conduct public workshop
- Workshop summary documentation

Task 5: Refined Conceptual Plan for Preferred Alternative

Under this task, we will create a conceptual development program for a specific site use that incorporates information received through the prior tasks. The refined plan will include:

- Design considerations – parking, resiliency, storm surge, set back, buffering, etc.
- High-level site plan with unit counts and build-out square footage if applicable
- Public investment requirements (order of magnitude estimates)
- Proposed modifications to current zoning necessary to support development
- Environmental permitting strategy
- Identification of key questions and issues requiring deeper investigation
- Potential modifications to POCD and zoning

The conceptual plan will be communicated through plan view, section and/or perspective renderings in addition to narrative and summary tables.

Task 5 Deliverables

- PowerPoint presentation for Public Workshop #3

Task 6: Facilitate Public Workshop #3

The FHI team will hold a third public workshop, with support from the City to ensure strong attendance from interested citizens, building on the list of attendees at the first and second meetings. The workshop will be used to:

- share the final draft concepts, derived from earlier workshops and technical work;
- have small groups weigh in on final outstanding issues or questions and to suggest further improvements or refinements to the options;
- communicate next steps upon completion of this planning effort; and
- obtain final general comment from the public.

The primary goals of this third workshop would be to share detailed information on the draft final plan, obtain suggestions for improvement, seek confirmation of the general acceptability of the direction, and inform citizens of next steps.

Similar to prior workshops, we will promote the workshop via local media and will require assistance from the City in its promotion and meeting logistics.

Task 6 Deliverables

- Promotional material for workshop
- Conduct public workshop
- Workshop summary documentation

Task 7: Final High-Level Concept Plan

Through this task, we will incorporate public comments regarding the conceptual plan into a final concept plan along and financial analyses. The Final High-Level Concept plan will include a development strategy to help the community understand key steps to move the proposal forward. Additionally, key questions and issues requiring further investigation will be identified.

The conceptual plan will be incorporated into a final report and will be communicated through plan view, section and/or perspective renderings in addition to narrative and summary tables.

Task 7 Deliverables

- Draft final report documenting work effort and recommended Plan (10 hard copies and PDF file)
- Final Report and implementation strategy (10 copies and PDF file)

Project Coordination

In addition to the specific tasks outlined above, FHI will be responsible for project coordination with the City of Norwalk. The Director of Economic Development at the City of Norwalk will be the primary point of contact for the project. As part of the project coordination effort, FHI will be responsible for attending the following coordination efforts:

- Monthly project status update conference calls
- Monthly written progress reports
- Up to four Project Steering Committee meetings. It is assumed the City of Norwalk will identify and coordinate development of Project Steering Committee

Project Schedule

The below schedule assumes a January 15th, 2017 start date.

- Task 1- Existing Conditions Assessment and Fatal Flaw Review: January-March
- Task 2- Facilitated Public Workshop #1: April
- Task 3- Conceptual Site Plan(s): May
- Task 4- Facilitated Public Workshop #2: June
- Task 5- Refined Conceptual Plan for Preferred Alternative: July-August
- Task 6- Facilitate Public Workshop #3: September
- Task 7- Final High-Level Concept Plan: October

Fee Schedule

The total fee for the above work tasks is \$150,000. FHI will be compensated through milestone billings at the completion of each Task through the following schedule:

- Task 1- Existing Conditions Assessment and Fatal Flaw Review: \$50,000
- Task 2- Facilitated Public Workshop #1: \$15,000
- Task 3- Conceptual Site Plan(s): \$30,000
- Task 4- Facilitated Public Workshop #2: \$10,000
- Task 5- Refined Conceptual Plan for Preferred Alternative: \$25,000
- Task 6- Facilitate Public Workshop #3: \$10,000
- Task 7- Final High-Level Concept Plan: \$10,000