

Component 1: Project Start-Up

We will participate in the official project kick-off meeting with the City of Olean, NYS DOS and consultant team representation. We will prepare a project outline and refine project materials based on discussion at this meeting. We will prepare a Community Participation Plan consistent with the NYS DOS Workplan requirements. As part of this deliverable, we will provide the City with a Fact Sheet for prospective Steering Committee members detailing time commitment expectations, roles and responsibilities and a general overview of the project scope and purpose.

Component 2: Capacity Building and Training

This task is traditionally completed by the grantee, in this case the City of Olean. We will provide any supportive and technical materials requested by the City to help ensure training sessions result in meaningful capacity development. Additionally, at the request of the City, we will attend the training events if it is viewed as beneficial to this project.

Component 3: Community Participation and Techniques to Enlist Partners

We will work with the City to tailor a public process specific to the needs of Olean. We feel strongly that upfront and continuous community engagement is critical to establishing a sense of local ownership and support for the planning process. Our goal is to begin to unite the community around a common direction for the study area. We believe that the visioning phase is the most important aspect of any planning process. Our approach to visioning is holistic, including a wide range of stakeholder and public meetings as well as one-to-one interviews specifically tailored to the local audience. We will seek to confirm, refine and expand upon the vision developed as part of the Pre-Nomination Study. Our community engagement process will include the following meetings and can be modified at the request of the City.

Committee Meetings | The Steering Committee will serve as an invaluable resource to the project team, directing the planning process and ensuring the project team is knowledgeable about projects and aspirations that will impact the study area. We will meet with the Steering Committee up to nine times over the course of the planning process to review interim deliverables, obtain feedback and ensure the project continues to support the community's vision. Meetings are expected to be held between 6:00 and 8:00 p.m. to accommodate the personal schedules of steering committee members. Bergmann will be responsible for preparing meeting summaries consisting of City minutes and our notes.

Business Leader Forums | The business owners and property owners within the BOA play a critically important role in the future prosperity and success of the study area. Our business leader forums will consist of the following tasks:

- Our team will attend a series of one on one interviews with key employers and landowners within the study area over the course of one day. The City will be responsible for organizing and scheduling meetings. All meetings should be scheduled in one location to the extent practical in order to reduce the time associated with travel.
- Based upon our meetings with employers and land owners as well as our own market research, our team will reach out to businesses that may be interested in locating within the BOA. Our focus will be suppliers or supportive industries for current employers in the study area.
- Our team will facilitate a final presentation of recommendations associated with the BOA master plan to employers and key landowners within the study area.

Scope of Services

Representatives from Camoin and Herron will be present at these meetings.

Project Newsletters | We recognize that not all community members are able to attend public meetings or have access to the Internet, but are interested in learning more about the project, status and key findings and recommendations. We will develop two newsletters and two newspaper articles throughout the course of the project to help inform citizens about the BOA planning process and how they can be involved.

Public Meetings | We recommend three public meetings be held over the course of the planning process. Our public meetings will include:

- A Project Informational and Visioning Meeting – to be held November 6th as an all day open house.
- A Design Workshop
- Final Presentation of Recommendations and the Draft Nomination Study

Our meeting formats focus on maximizing public education and involvement.

Interactive Website | Bergmann Associates has the in-house expertise to develop and manage the project website on behalf of the City of Olean. We feel strongly that the development of a project website should serve as both an information portal for interested residents and stakeholders and also a means for the public to provide comments and ideas throughout the planning process. Our team will develop website content and layout. The City is responsible for hosting, posting new information and maintaining the project website.

Component 4: Draft Nomination

Bergmann Associates has been involved in the development of nine Step 2 Nomination Studies, in addition to our experience with Step 1 and Step 3 BOA projects. As a result, we are intimately familiar with the minimum requirements defined within the DOS Work Plan. We will meet all requirements of the approved NYS DOS Workplan, Components 3-8 of Contract C096003. The focus of the narrative below is on value-added efforts that will enhance and inform the Nomination Study process for the City of Olean.

Land Use and Zoning / The BOA process will identify a future land use plan for the project study area. In addition, our team will prepare a re-write of the Industrial (I) district in the City's zoning chapter to better address the vision for this area. The City will be responsible for providing our team with a Word data file of the current I District. Our efforts do not include modifications to other sections of the Zoning Chapter or other chapters of the City's Municipal Regulations.

Boundary Description and Justification / The project team will work with the Committee to refine the project boundary, as applicable, as identified in the Pre-Nomination Study. Using existing contemporary digital information (AutoCad, GIS, orthophotography, etc.) of the study area provided by the City, the consultant shall prepare base mappings for the project that includes site, local and regional context. Base mapping will include existing digital property data, and will be updated against existing plans and field observations.

We will engage the committee in a discussion regarding the project boundaries to ensure it is incorporating any neighborhoods or areas that have been potentially impacted by potential brownfield sites and that can be positively affected by implementation and redevelopment activities. Due to the funding opportunities and incentives that can be

recognized for properties in a designated Brownfield Opportunity Area, it is important to think holistically and creatively about the project boundaries.

Brownfield, Abandoned and Vacant Sites / The Bergmann Associates Team brings a suite of environmental planners, engineers, GIS analysts and technical experts to the planning process. Ultimately, our team works together to identify not only end uses for these sites, but a realistic strategy for clean-up, funding, and redevelopment. A significant amount of environmental data is already compiled for the Central Corridor as part of the City's Pre-Nomination Study planning effort. Recognizing the amount of work already completed for the study area, we will utilize existing information and resources to the extent practical. We will verify the accuracy of existing information and likely need to expand upon information for key strategic sites to ensure a more accurate recommendation for future use. Bergmann Associates will work with the City to identify the three most desirable sites for Phase 1 Environmental Site Assessments (ESA's). Our primary approach to Phase I Environmental Assessments is to identify recognized environmental conditions associated with a subject property and provide clients an awareness of environmental conditions. Decisions prior to property transfer; acquisition or development in due diligence periods must be supported by complete, concise, and defensible information regarding the presence of environmental liabilities associated with a property.

Strategic Sites / Within the BOA boundary, several strategic sites will be identified, or verified, that may include brownfield or underutilized properties. We will prioritize each strategic site using a number of influencing factors including extent of contamination, ownership, ability to act as a catalyst for redevelopment, location, adjacent land use, location in relation to existing infrastructure and other planning factors deemed to be important by local stakeholders. Our team recognizes the NYS BOA program is not solely focused on brownfield identification and reuse planning, but encourages the consideration of other vacant and underutilized sites as potential catalysts for revitalization. This holistic approach provides greater flexibility to the City of Olean and will result in a more comprehensive approach for the revitalization of the Northwest BOA study area. Our team of economic specialists will assist in identifying economic development opportunity sites that could support new or expanded business, job or property tax base growth. These economic development opportunity sites may be properties that are currently vacant or improved (but under-utilized relative to their highest and best use).

Building Inventory / As required by the BOA Work Plan, we will inventory all significant buildings within the BOA that have the potential to be reused or redeveloped and serve as a catalyst for further area-wide revitalization. As part of this work task we will evaluate the feasibility of the co-locating the City's and County's existing DPW facilities and assess the opportunities for shared space for storage and operations. The City will be responsible for organizing all meetings and site visits with the County and make available all existing plans, files and materials to inform our efforts. The City and County will also provide Bergmann with a list of known or expected space needs as well as the facilities that may be potentially shared. We will evaluate buildings that have the potential to accommodate a shared DPW facility. Our team of site engineers and architects will prepare a preliminary/concept design of buildings and sites, including cost estimates. Camoin Associates will also prepare a preliminary financial feasibility analysis to demonstrate the potential cost savings and economic benefits to both the City and County associated with a shared facility. The financial feasibility component will look at the effectiveness of operations and maintenance, comparing existing costs to anticipated costs.

Additionally, our team will work with the City to identify buildings in the study area appropriate for co-locating private industries where proximity may have cost saving as well as business process efficiencies. We will evaluate these opportunities from three perspectives including design and programming, cost benefit and financial feasibility and jobs creation potential. We will work with Herron Consulting and J. Fitzgerald Group to identify an appropriate recruitment strategy for targeted businesses as well as a marketing and promotional plan.

Parks and Open Space / In addition to the standard Parks and Open Space inventory identified in the NYSDOS BOA Work Plan, our team will also complete a Healthy Living Analysis. A Healthy Living Analysis considers connectivity between and accessibility to parks, trails and other recreational resources. We will request from the City all information on recent Safe Routes to School improvements, trail projects of significance, planned sidewalk and crosswalk enhancements and concepts related to improvements to the Two Mile Creek. Our evaluation will also identify key locations for wayfinding enhancements to help improve safe navigation through the study area.

Transportation / We will prepare a comprehensive inventory of transportation systems and circulation, with a focus on expediting traffic between the BOA and the Southern Tier Expressway and other major transportation routes. We will take a multi-modal approach to our transportation assessment, looking at opportunities and constraints associated with traffic management and circulation, freight rail access and usage and pedestrian and bicycle movements.

In addition to the traditional transportation assessment, we will prepare a design alternative analysis for the proposed access road linking Constitution Avenue with Franklin Street. We will advance the preferred alternative to schematic/concept level of design allowing for more accurate cost estimating. The Study will identify traffic impacts on the existing street grid and provide planning level analysis and recommendations for key intersection improvements.

We will provide a traffic analysis for a future build out scenario including expected commercial and industrial development. The build out will include two target dates, one based upon the expected five year market based build out and one based upon full build out. The project team will identify how increases in traffic including freight movements will distribute upon the transportation network. This analysis will also include two alternatives. The first will be based upon current system conditions including the low rail overpass at Buffalo Street. The second will show how traffic flow will improve including freight movements if the rail overpass was improved, or an alternative route was identified, to allow for appropriate clearance. Our engineers will provide a preliminary assessment of alternatives for improving underpass clearance including planning level cost estimates.

Finally, we will include an evaluation of rail freight feasibility within the study area. Our rail planners will evaluate current ownership, siding opportunities and potential system improvements required to enhance rail as a viable distribution mode for the study area. The proposed master plan and build out plan will include recommended rail siding and alignments if viewed as appropriate and feasible.

Infrastructure / An inventory of existing infrastructure will be completed to understand existing availability and any potential development limitations. As part of this effort we will prepare a preliminary/concept design for stormwater improvements using a site and regional stormwater collection approach. We will consider feasibility and cost for both on-site and off-site designs and conveyances. As part of the site master plan, we will identify a combination of traditional and green infrastructure design to manage and treat stormwater generated from current and future build out.

The City will provide Bergmann with all existing CAD files relevant to this effort as well as any existing reports and studies.

Economic and Market Trends Analysis | The identification of redevelopment projects and initiatives cannot be based solely on community vision and an analysis of physical conditions within each BOA. Realistic future end uses must be defined within the context of existing economic conditions and foreseeable demographic and real estate market conditions. The economic and market trends analysis will consider not only regional trends impacting potential redevelopment scenarios, but will also focus on the local and site level. The economic analysis will focus on opportunities associated with green industries, industrial redevelopment, and capitalizing on the presence of the existing rail line. The analysis will also consider revitalization approaches for enhancing surrounding residential neighborhoods and consider how to best capitalize on proximity to the waterfront and downtown Olean.

Financial Feasibility Assessment | Our project team will prepare a financial analysis of various development scenarios to be considered for the BOA. Based on the findings of our microeconomic analyses, we will identify potential demand for development projects that would serve the area and be feasible in the current market. If it is determined that a specific project would likely be supported by the current market and the City is interested in pursuing it, we will conduct a financial feasibility analysis of development/redevelopment. Typically, these financial feasibility studies can then be used by the City to issue a developer RFP which shows the developer their potential return on investment should they decide to take on the project. Having the initial work of completing the financial feasibility analysis makes the project more predictable and attractive to developers making them more likely to consider the project. As mentioned above, we hope to bring to bear the newly enhanced powers of TIF financing as a piece of this feasibility analysis.

Business Recruitment Strategy / Identifying a strategic approach for attracting businesses to the Northwest BOA study area is expected to be a critical component of this project. This is a highly complex process, one which recognizes that business site selection is the result of a competitive process. It requires an evaluation ranging from site specific considerations to community wide indicators. Bergmann Associates, Herron Consulting and Camoin Associates will work together to identify suitable target industries, comprised of realistic business segments that can be recruited to this study area. We will also identify potential sites and the associated improvements needed to make these sites competitive. J. Fitzgerald Group will also play an important role in developing a marketing campaign and branding effort to promote the BOA study area as a desirable location for moving and expanding a business.

Master Plan and Implementation / At the conclusion of the planning process we will summarize our analysis and identify key findings and recommendations for moving projects forward. In addition to the narrative elements of the Key Findings and Recommendations, we will prepare up to five graphic representations of key redevelopment sites and/or areas within the Northwest BOA to reflect the desired character and uses once revitalized. We will also prepare an overall graphic master plan that shows the potential build-out and development in the study area. The master plan will be developed in a series of graphics that depict short-, mid- and long-term development potential. Most importantly, our project team will complete a thorough analysis of possible public and private funding streams for this project. We will clearly identify and provide cost estimates for all tasks and projects that should be completed during the BOA Step Three – Implementation Phase. Additionally, all implementation actions will be provided in a phased matrix including a description, planning level costs, the responsible party and possible funding resources. Our team will generate specific

recommendations associated with the BOA study area that will describe the necessary policy, regulatory and capacity improvements needed to implement the broader vision.

The proposed master plan will also be provided in a 3D GIS format as well as a real time virtual model. This delivery method allows for a realistic view of how the master plan will relate to the existing built form and terrain. We can provide this model in a phased format to show expected development a key periods of time. As a GIS tool, this can be used to help manage assets, review site plans for compliance and zoning consistency ultimately aiding in efficient approvals. From an economic development perspective, the virtual model provides an unparalleled marketing and promotional tool allowing potential tenants and interested businesses to “tour” the study area from their computer and envision their project prior to making significant investment.

In addition, Hodgson Russ LLP will provide support, analysis and strategy to advance the area-wide redevelopment plan as well as specific brownfield projects. They will assist with identifying opportunities for project financing and creative project packaging to improve the feasibility of brownfield re-use and development. Examples may include the Brownfield Tax Credit Program, Tax and Pilot Increment Financing, various types of public bonds and notes, state and federal grant programs and public private partnerships. This will include risk qualification, management, and transfer tools, including environmental liability transfer and the use of insurance products designed to address risk management in the unique context of a particular transaction.

Working with Hodgson Russ, our team will facilitate a developers forum to showcase potential opportunities in the study area. Between Hodgson Russ, Camoin, Herron and Bergmann Associates, we have an extensive network of potential businesses and developer representatives that may have interest in the study area including natural gas exploration support industries, green energy, major manufacturers, high technology research and development companies and retailers.

Component 5: Completion and Distribution of Draft Nomination

We will complete this task as noted in the DOS Work Plan and City RFP.

Component 6: Final Nomination and Advancing to BOA Program Step 3

During the final phase of the BOA Nomination process, our team will prepare and deliver the final nomination study. We will also prepare and submit the Application for Project Advancement to the NYS DOS. We have prepared, or assisted in the preparation of, over 10 Applications for Project Advancement resulting in over \$2.8 million dollars in BOA funding for our partner municipalities.

Component 7: NYS Environmental Quality Review

Our team will provide all technical and administrative services required to fulfill the requirements of State Environmental Quality Review. All work will be completed in accordance with the SEQRA process and in coordination with the City of Olean. In Step 2 of the BOA process, we recommend the City complete all tasks through to the public scoping meeting and preparation of a Scoping Document. We urge the City to consider the preparation of a Generic Environmental Impact Statement (GEIS) as part of Step Three. The GEIS will be an important tool for the City in attracting future investors and development. Specific to Step 2, we will prepare SEQR Long Form, facilitate a scoping session and

prepare the scoping document. We will ensure that the Nomination Study is developed in such a manner that it can satisfy the requirements for portions of the GEIS related to existing conditions and alternatives.

Component 8: Project Summary / Reporting

Bergmann Associates will prepare a graphically designed summary document that the City of Olean can use in presentations and for marketing the BOA project. The focus of the summary document will be on highlighting developable sites, redevelopment objectives and a community-generated list of revitalization needs.