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Niagara River Greenway Plan (NRGP) and Generic Environmental Impact Statement (GEIS) Project

Building upon the extensive data collection already completed for the Greenway area, the Project Team will establish a base of information of existing conditions in the project area.

Task 1: Inventory and Analysis/Existing Conditions Section of the draft GEIS (Draft GEIS) (May '06- early June '06)

Task 1-A: Site Visit (*early May 2006*)

Representatives from WD, HOK and E&E will conduct a site visit to locations along the Niagara River corridor to note existing conditions, new developments, community character and other relevant information.

Task 1-B: Project Initiation – Project Kick Off with Niagara River Greenway Working Group (NRGWG) (*early May 2006*)

This step will ensure all project participants are operating from a common base of knowledge, and confirm project expectations and assumptions. Representatives from WD, HOK and E&E will attend a meeting with the NRGWG, who will act in the capacity of a steering committee for this project. This meeting will be scheduled to follow the site visit conducted under Task 1A. The purpose of the kick-off meeting will be to:

- Confirm proposed scope, work plan and schedule
- Request for Information (ROI) for all scope tasks
- Determine which reports and studies are relevant for review under Task 1-C.
- Obtain input from Commission representatives
- Establish the overall direction and discuss preliminary goals of the project
- Identify format for project website development
- Outline a product delivery schedule
- Discuss the role of NRGWG involvement in project, and determine the schedule for NRGWG Meetings (we recommend scheduling specific dates for these meetings at the project start-up)

Deliverables: Meeting summary, final scope / work plan / schedule, draft goals and objectives

Task 1-C: Literature Review

The Project Team will conduct a cursory review and evaluation of existing reports and plans (as deemed relevant under Task 1B) for the Niagara River corridor study area, starting with the Niagara River Greenway Facilitation Services report, and any other reports or plans, including municipal comprehensive plans and supporting documents, local waterfront revitalization programs, Olmsted design references, environmental studies and plans for the Great Lakes and Niagara River, State Parks plans and reports, Greater Buffalo Niagara Regional Transportation Plans, marketing and economic reports, etc., to determine if there are any gaps in the existing conditions data. The review of local plans along the Niagara River corridor study area will focus on the experiences of select municipalities who have already successfully integrated greenway corridors into their communities. The Project Team will also work closely with State Parks staff to obtain accurate information on State Park projects and future plans for State Park resources, and for the review of more sensitive Natural Heritage information.

Task 1-D: Data Verification

As needed, the Project Team, represented by E&E will contact State and local municipal and economic development officials, waterfront planners, and



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business/tourism officials to obtain critical information and data necessary to complete the financial and economic analysis (Task 4). This input will address recent trends, planning initiatives and commercial developments. Input regarding initial estimates on the costs of constructing, maintaining, administering and marketing the Greenway will also be solicited. This effort will lay the groundwork for further analysis under Task 4. It will also be useful for conducting detailed economic cost-benefit analysis of future site-specific development options and scenarios which will be crucial to the successful implementation of the NRGMP.

Task 1-E: GIS Data

The Team will obtain existing GIS data and other mapping data from the New York Power Authority (land use, zoning, environmental features, etc.) and other prominent sources (such as local universities) to supplement the information contained in the Niagara River Greenway Facilitation Services report, other plans and studies, and in-house data already in the possession of the Project Team. In addition, the Team will coordinate with the State Parks GIS unit to ensure that State Park boundaries are accurately portrayed on maps.

For ease of analysis and to help with development of subsequent planning concepts and recommendations for Niagara River Greenway (NRG), the study area will most likely be divided into four geographic sub-areas.

Task 1-F: Land Uses and Resources

The Project Team will prepare generalized land use maps of the entire study area, supplemented with more detailed land use maps of the specific sub-areas, illustrating existing uses along the Niagara River corridor.

In addition, the Team will create a data base of important resources. Building upon the inventory in the NRG Facilitation Services Program Report, the data base will incorporate important resources, including existing parks, areas of green space, public lands, lands under the jurisdiction of public authorities and other lands that would be suitable for greenway connections. This analysis will extend beyond the Niagara River corridor to encompass a few upland and interior communities where linkages and connections should be forged. The intent will be to review the existing data to identify potential areas, facilities and amenities in each sub-area (and the region) suitable for linkages with the NRG, including areas on both sides of the international border.

Deliverables: Summary report and mapping detailing the findings of the inventory and analysis of existing data

Task 2: Public Outreach (throughout project)

Public outreach will be interwoven throughout the process of this project, consisting of a variety of techniques.

Task 2-A: Public Information Bulletin (late May 2006)

The Project Team will draft the text and provide graphics for a public information bulletin, which can serve to educate the public about the proposed Greenway and provide specific information about this project. This information bulletin will introduce the Project Team, provide information on the project and proposed planning process and offer an invitation to upcoming Planning Workshops proposed at specified locations in the Niagara River Greenway Area. A ready-to-print version of the bulletin will be provided to the NRGWG for their review and approval. The Niagara River Greenway Commission, or their designee, will be responsible for



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developing the mailing list and covering the cost of printing and distribution of the bulletin.

Deliverables: Draft copy of the Public Information Bulletin

Task 2-B: Website and Library Postings

As a means of keeping the public informed on the status and progress of the NRGW, the Project Team will provide materials to be posted on appropriate websites, such as the Niagara River Greenway Commission, and/or the Erie County and Niagara County web sites. The Niagara River Greenway Commission or the NRGWG, as their designee, will be responsible for identifying appropriate web hosts and working with the website provider to post materials. The Team will also work with the NRGWG to have project information placed in local libraries where access to the Internet Worldwide Web is not available and as an alternate source of information for those that may not be computer savvy. The Project Team will provide periodic updates of materials at each stage of the study so that the public has a legitimate source of information on the project throughout the planning process.

Deliverables: Materials in format suitable for website posting.

Task 2-C: NRGWG Meetings

The Niagara River Greenway Working Group (NRGWG) will serve as the Steering Committee for this project. A series of eight NRGWG meetings are proposed to occur throughout the project. The first meeting is identified above as the “Kick-Off Meeting”, in Task 1; the second meeting, to prepare for the first major stage of public input, is described directly below. Additional meetings are noted in later tasks. Meetings will be convened by the NRGWG and, unless otherwise noted, the Project Team will be represented by WD at these meetings. The NRGWG or their designee will be responsible to notify NRGWG members of meeting dates and to develop and distribute agendas for the meetings.

NRGWG Meeting #2 (early June 2006)

The purpose of the second NRGWG meeting is to formulate the specifics of the public outreach plan for the project, and to discuss preliminary findings emerging from the Inventory. The meeting will address the following:

- Public Information Bulletin (and its distribution)
- Project Web Site Postings and distribution of information at libraries
- Status of Inventory and Analysis
- Recommendation for conceptual boundaries for the NRG
- Proposed format, location, schedule and publicity for proposed Planning Workshops and Stakeholder – Leadership Summit meeting
- Presentation materials to be used at the Planning Workshops

Deliverables: Meeting summary

Task 2-D: Planning Workshops/ DGEIS Scoping (late June 2006)

The Project Team, represented by WD, HOK and E&E, will conduct up to four (4) consecutive Planning Workshops at designated locations focusing on information gathering in different sub-areas throughout the Niagara River corridor study area. These meetings will be organized around a presentation of existing conditions, a vision and goal setting exercise and a brainstorming session for identifying the public’s perspective on preliminary conservation, tourism development and



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management strategies for the NRG area. The visioning will be based on the mandate for the NRG set forth in the enabling legislation, and will focus on balancing access, history, conservation and economic development. The exact format of these workshops will be determined cooperatively with the NRGWG, but we anticipate they could include themed break-out discussions on trail/corridor development, ecologically significant resources, heritage tourism and economic development, and interpretation/education. The Planning Workshops will also function as Scoping meetings for the SEQR process to ensure that the DGEIS addresses major concerns of the public.

The NRGWG will be responsible to locate and reserve appropriate venues for the Planning Workshops. The NRGWG will also be responsible for advertising and publicizing the date, time and purpose of these meetings. Recommended methods would be postings on the Erie and Niagara County websites, through press releases to local newspapers, through the initial Public Information Bulletin and through mailings to selected local citizens groups and organizations. WD will assist in publicity for the meetings by preparing press releases or materials for posting to the website.

The Project Team will develop a PowerPoint presentation for these meetings to help facilitate discussions and provide useful project information to attendees. The presentation will incorporate data from the Inventory task and a summary of the "best of the best" features that have been identified. The Project Team will also prepare supporting maps for display and handout materials.

Deliverables:

PowerPoint presentation, meeting handouts and presentation materials, meeting summaries.

Task 2-E: Stakeholder – Leadership Summit (*late June 2006*)

The Project Team, represented by WD, HOK and E&E, will convene a Greenway Leadership Summit. The purpose of this summit is to identify common goals among local municipal leaders and major stakeholders. This meeting will involve discussions of related initiatives and the preliminary goals and objectives for the NRG. This session will be useful for exploring opportunities to leverage ideas and resources in an effort to achieve mutual goals for the greenway plan project. This meeting is also planned as a means of providing a platform for consensus building.

The Leadership Summit will be scheduled to correspond with the Planning Workshops. The NRGWG or their designee will be responsible for identifying appropriate stakeholders and securing their participation. The Project Team will draft a letter of invitation to facilitate this effort. Follow-up contact to confirm attendance will be handled by the NRGWG.

The meeting will be scheduled jointly by the Project Team and the NRGWG. The NRGWG, or their designee, will be responsible for securing a location for the meeting.

Deliverables: *Meeting materials and presentation materials, meeting summary*

Task 2-F: Concept Workshop (see Task 4)



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Task 2-G: Demonstration Projects (see Task 4)

Task 2-H: Public Hearings (see Task 5)

Task 3: Vision Statement/Synthesis (June '06 – mid Sept. '06)

Task 3-A: NRGWG Meeting #3 (July 2006)

The Project Team will meet with the NRGWG to discuss the comments and input generated at the Planning Workshops, and the direction for the next steps in the planning process. This meeting will also include discussion on the final recommendations for the Niagara River Greenway area boundaries. The boundary recommendations will be provided by the NRGWG to the Niagara Greenway Commission, who will ultimately decide on the official boundaries for the area.

Deliverables: Meeting Summary and NRG boundary recommendations

Task 3-B: Draft Vision/ Goals

The Project Team will develop a final draft Vision Statement and goals and objectives utilizing the input received from the public, stakeholders and community leaders. This Vision Statement will focus specifically around:

- Increasing public access to the Niagara River;
- Developing a corridor trail system with complementary connections to inland access points;
- Identifying opportunities for economic development that are balanced with, and complement, the natural and scenic environment; and
- Celebrating the region's industrial heritage.

Task 3-C: Greenway Concepts

The Project Team will work to synthesize the findings and insights of the inventory and analysis of existing conditions, the comments generated at the public Planning Workshops, the comments offered at the leadership summit, and input from the NRGWG to devise broad, conceptual ideas and design schemes for the NRG. The objective of this task is to develop conceptual design ideas that help implement the vision for the study area. Strategies and policies for the concepts may be organized in the following broad categories:

- Gateway identification
- Accessing and experiencing the Niagara River
- Linking special places and destinations
- Restoring, preserving and enhancing unique and sensitive resources
- Heritage tourism and Economic Development
- Operating and maintaining the NRG.

In developing the concepts and schemes, the team members will draw on their active involvement in local and regional planning initiatives, as well as our experience in the changing fields of greenway planning and design, natural and cultural resource conservation, and heritage and economic development planning. Proposed concepts will be designed to support and promote the mandate of the Greenway Commission and other statutory guidelines.

It is expected that a generalized vision will be developed for the overall Niagara River Greenway project area, with more specific concepts for specific locations along the corridor. We anticipate that goals may vary for different sub-areas, with a different balance of public access, economic development, etc., depending on the reality of the land uses and available resources. For example, access may be more



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limited in areas of high ecological significance. The results of Task 3 will be summarized in a Technical Memorandum for review by the NRGWG.

Deliverables: Technical Memorandum, including Vision Statement, and supporting graphics

Task 4: Demographic, Economic and Planning Analysis

(July '06 - August '06)

Task 4-A: Feasibility of Concepts

Once a draft conceptual vision is developed for the Niagara River Greenway study area, the Project Team will assess the viability and feasibility of the concepts through demographic, economic and planning analysis. The Project Team will closely examine and compare the assumptions used in the various studies examined under the Inventory task with assumptions formed by recent demographic trends and commercial redevelopment along the corridor that could impact the viability of the NRGMP and individual development projects that may be considered for inclusion into the Plan. The purpose of this analysis is to assess the proposed concepts for their compatibility with demographic and economic realities, their consistency with local and regional planning initiatives, and their market feasibility. The analysis will take into consideration the density of existing activity, and how proposed concepts may complement and support existing trends, public sector initiatives and private sector developments. This assessment will also help build local support for the recommendations of the plan, by ensuring it does not conflict with other initiatives and plans occurring within the Greenway area.

Task 4-B: Measurement of Total Economic and Fiscal Impacts

The financial and economic analysis section within the Greenway Management Plan will involve an independent, objective financial and economic analysis of the costs associated with implementing and marketing the proposed Greenway. A distinguishing feature of the Project Team's approach to economic impact analysis in this area relates to the appreciation of how green space can impact both quality of life issues and the fiscal performance of host municipalities and agencies charged with developing and maintaining these spaces. While there are straight forward budget implications from developing green infrastructure, the analysis will also evaluate some of the intangible benefits of providing these amenities to resident taxpayers and visitors.

The economic and fiscal impact analysis will develop estimates based on realistic assumptions and credible data to determine the impacts from developing and maintaining a greenway. The standard tools of economic and fiscal impact analysis will be used to assess and estimate the likely net benefits expected from implementing the Greenway Plan. The Project Team will also utilize the 1995 National Parks Services study on trails, greenways and river corridors as a part of this analysis.

In addition, the fiscal impacts associated with municipal public service costs (both capital and operational and maintenance) and tax revenues arising from the Greenway investment will be compared to provide stakeholders with a realistic picture of what impacts on public resources can be expected from implementing the Greenway Plan .

Deliverables: Technical Memorandum summarizing findings and analysis



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Task 4-C: Concept Workshop #1 (NRGWG Meeting #4) *(early August 2006)*

The fourth meeting with the NRGWG will be a half-day charrette workshop that will integrate input from all team members and the NRGWG. The Project Team will be represented by WD, HOK, E&E and ADG. All information and analysis generated for the project to this point will be reviewed and discussed, and various concepts for the study area will be examined and strengthened. This meeting will be very interactive, with the NRGWG actively participating in testing and evaluating the concepts that are being developed for the Greenway corridor. The outcome of this session will be the development of a concept, based on a ten-year outlook with attention given to long-term vision, for the Niagara River Greenway area that will focus on opportunities to balance interests in economic development, with resource preservation and conservation objectives. This meeting will also provide guidance and direction for the next step, which is the development of a series of model demonstration projects for specific locations along the Greenway. The Project Team and the NRGWG will jointly select the five demonstration projects that will receive more detailed attention in the next task.

Deliverables: Meeting Summary, supporting graphics, list of demonstration projects

Task 4-D: Demonstration Concepts

The Project Team will develop one design each for the five specific demonstration concepts that were identified in Task 4-C. Four of the concepts will be newly developed; one will involve a demonstration concept that is currently planned for the study area. These concepts will represent a range of ideas for the Greenway, centered around themes examined as part of the synthesis task above, as follows:

- Gateway identification
- Accessing and experiencing the Niagara River
- Linking special places and destinations
- Restoring, preserving and enhancing unique and sensitive resources
- Heritage and Economic Development

These concepts will serve as models that could be adapted to various locations along the NRG. Each concept will include a plan view, 3-D sketch and supporting narrative, and will be supplemented with photographs and other information from existing projects of a similar nature. For example, if a model gateway project is developed, the concepts organizing that demonstration project would be valid at other locations where gateways are recommended. The Demonstration Projects will also provide practical examples to show how such a project can be successfully implemented.

Task 4-E: Concept Workshops #2 and #3 *(early September 2006)*

The Project Team (WD, HOK, E&E and ADG) will run two half-day workshops, on two consecutive days, to test and evaluate the overall direction of the generalized concept of the Greenway, as well as to fine-tune the conceptual development projects being proposed.

One meeting will be held with major stakeholders to obtain local concurrence with the direction of the plan, and ensure it is compatible with local plans and initiatives. The NRGWG will develop the list of relevant stakeholders and be responsible for contacting them to invite their participation; the NRGWG will also identify and secure an appropriate location for the workshops.



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A second half day session will be held with the full Niagara River Greenway Commission, to review and gather input on the Greenway concept and demonstration project concepts. The Project Team will also obtain feedback and recommendations that will help the Team develop the Action Plan in Task 5. These two sessions will occur on two consecutive days to minimize travel costs for HOK.

Deliverables:

Summary of major results/ decisions from each of the workshops and supporting graphics

**Task 5:
Recommendations/
Action Plan/Draft
Greenway Plan**
(deadline: March 2007)

Task 5-A: Action Plan

The Project Team will develop recommendations and an action plan for the Niagara River Greenway, incorporating comments received from the NRGWG, major stakeholders and the Greenway Commission. The Action Plan is essentially the recommendations and implementation section of the Niagara Greenway Plan. It will include:

- strategies for the on-going operation and maintenance of the NRG;
- an examination and identification of potential sources of funding for proposed actions, including the demonstration projects;
- clear priorities and criteria for project funding;
- identification of key partnerships and stakeholders to assist with the implementation of the action items; and
- recommendations for potential linkages with local and regional parks and amenities.

The Action Plan will provide a methodology for implementing the vision outlined for the Greenway in earlier tasks. It will address funding, organizational issues, maintenance, and linkages and methods for facilitating cooperation, coordination and conflict resolution among various partners (local municipalities, state and federal agencies, and private sector interests).

Deliverables: *Draft Action Plan and supporting graphics*

Task 5-B: Compilation of Pre-Draft Greenway Plan

(submitted September 2006- one week prior to NRGWG meeting)

The Draft Action Plan will be supplemented with the results of the previous tasks and activities in order to develop a "Pre-Draft" Niagara Greenway Plan, which will be provided to the NRGWG for review. This document will summarize all previous deliverables and activities into a public document that represents the vision and recommendations for the Niagara River Greenway. The first draft of the DGEIS, which will be developed concurrent with the NRGP, will also be submitted to the NRGWG at this time (See Task 6). The Project Team will deliver the "pre-draft" to the NRGWG at least one-week prior to NRGWG #5, to enable the NRGWG members have adequate time to develop comments and input. Upon receipt of the pre-draft Plan, the NRGWG will forward copies of this document to the Niagara Greenway Commission for their review and comments.

Deliverable: "Pre-draft" NRGMP and Draft GEIS (provided one week prior to Meeting #5)

Task 5-C: NRGWG Meeting #5 (first week of October 2006)

The Project Team, represented by WD and E&E, will meet with the NRGWG to review their comments and those received from the Commission, and discuss how



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the Team will finalize the pre-draft Niagara River Greenway Plan and DGEIS. This meeting will also include discussion on the next steps in the process (environmental review). Input and comments from the Commission and NRGWG will be used to revise the “pre-draft” into a draft plan suitable for public review. In order to adhere to the project schedule, NRGWG members must submit all comments one week prior to this meeting date.

Task 5-D: Revisions/ Draft Plan (*submitted late October 2006*)

After the first round of revisions have been incorporated into the pre-draft NRGW and DGEIS by the Project Team, the revised draft will be provided to the NRGWG to confirm that the draft, as revised, is acceptable and ready for release to the public for review. As in the case of the “pre-draft”, the documents, as revised, will be provided to the NRGWG one week prior to Meeting #6.

Deliverables:

Revised Draft NRGW and DGEIS

Task 5-E: NRGWG Meeting #6 (*November 2006*)

The Project Team, represented by WD and E&E, will hold a meeting with the NRGWG to review the revised Draft Plan and the preliminary DGEIS, and discuss the format and logistics of the Public Hearings. Final comments received from the NRGWG will be incorporated into the Plan and DGEIS prior to the public hearings (Task 5-F below).

The Project Team will work with the NRGWG to ensure that the hearings are properly advertised, including posting information on the respective County websites. Actual responsibility for advertising the Hearings and posting to websites will lie with the NRGWG. The Project Team will provide materials needed to accomplish this, such as press releases, wording of notifications, etc.

Deliverable: Public Review Draft of the NRGW and DGEIS

Task 5-F: Public Hearings (*early December 2006*)

Public Hearings on the DGEIS will be held in Erie and Niagara counties (one in each county) for review and comment by the public, stakeholders and local officials. The Project Team will work with the NRGWG to identify appropriate locations for the Public Hearings and to publicize these sessions. The NRGWG will be responsible to secure the locations for the Hearings, and publicize the sessions, as noted above. The Project Team, represented by E&E, will prepare all meeting materials, a brief PowerPoint presentation, and supporting maps and hand-outs.

Task 5-G: NRGWG Meeting #7 (*January 2007*)

After the Public Hearings and the required public comment period under SEQR, the Project Team will meet with the NRGWG to review the comments received and determine what changes should be made to the Draft Plan and DGEIS. Based on the results of this meeting, the Project Team will make another round of revisions to the document in order to produce the Final Review Draft, which will be circulated among public officials to ensure that it conforms to local priorities and preferences, and to build greater public support for and awareness of the document.



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To assist with consensus building and conflict resolution, the Project Team will provide ideas, recommendations and methodologies for use by the NRGWG, the NRG Commission, the Citizens Advisory Committee and the Local Government Advisory Committee.

Deliverable:

Final Review Draft of the NRGW and DGEIS

Task 5-H: Review and Approval by Local Municipalities

(February 2007)

It is important that local municipalities along the Greenway corridor are supportive of the Plan. This added step will help facilitate eventual implementation of the Plan's recommendations. The Niagara Greenway Commission, or the NRGWG as their designee, will be responsible to circulate the document among all relevant local leaders, obtain their comments and input regarding the Plan, and forward those comments to the Project Team. Although these local municipalities will have already had an opportunity to review the draft NRGW and DGEIS at the Public Hearings, this additional review will help to ensure that their concerns have been addressed.

Task 5-I: NRGWG Meeting #8 *(late February 2007)*

The last scheduled meeting with the NRGWG will take place after the Draft Plan/DGEIS has been circulated to the municipalities and other identified stakeholders for review. The Project Team will obtain feedback from the Commission regarding these comments. Following this meeting, the Project Team will make any final revisions to the draft NRGW and DGEIS, as necessary. This meeting will be scheduled for early March 2007, in order to comply with the statutory requirement for an acceptable Draft Plan by March 21, 2007.

Deliverable: *Final Draft NRGW and DGEIS*

Task 6: Preparation of the Draft GEIS (DGEIS)

(deadline: March 2007)

Preparation of the DGEIS will require a comprehensive analysis of the potential environmental impacts (both positive and adverse) associated with implementation of the draft NRGW. The primary goal of the GEIS is to satisfy the SEQR requirements and provide the Niagara River Greenway Commission with flexibility in future planning efforts and to streamline future project facilitation.

As noted above in Task 5, the DGEIS will be included within the NRGW, as either a distinct and separate chapter or as an appendix. In this manner, much of the body of the DGEIS will be incorporated by reference from elsewhere within the Plan. This will serve to meet all procedural requirements and reduce GEIS production costs while still providing the Niagara River Greenway Commission with a flexible and cost effective approach to facilitating future development projects and initiatives within the Greenway. Major elements of the DGEIS, as required by SEQR, will be developed under the following sub-tasks.

Task 6-A: Scoping

As noted in Task 2, the Public Scoping process will be coordinated with the early public input meetings, pursuant to the SEQR regulations. The Planning Workshops, as described in Task 2D, will fulfill the purpose of Scoping Meetings.



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Task 6-B: Preparation of the DGEIS

In accordance with SEQR requirements, the DGEIS will provide a concise description of the proposed action; its basis, purpose, and public need; and a discussion of project impacts, including environmental, social, and economic considerations. The focus of the DGEIS will involve evaluating the existing environment, alternatives analysis, evaluating potential environmental consequences of the proposed action, and identifying appropriate mitigation measures to avoid or minimize potential adverse impacts.

As the framework of the DGEIS, all of the key issues identified during the scoping process and the data-gathering phase will be built upon. We anticipate that the key project issues will include aquatic/terrestrial resources; water quality and habitat restoration; urban design/aesthetic resources; cultural, historic, and archaeological resources; public access and use; economic development; and recreational uses.

The draft outline of the DGEIS will be as follows:

A. Purpose and Need: This section will lay the foundation for the purpose and need for the Greenway Management Plan and will describe and analyze in detail the basis for future planning and development actions and activities.

B. Alternatives Analysis: Alternatives to the Conceptual Management Plan, which will be developed pursuant to Task 5 (Recommendations and Action Plan), will be evaluated. The DGEIS will present an analysis of up to four (4) management alternatives, including the No Action Alternative. The alternatives analysis will discuss how each alternative Management Plan may affect environmental, social and economic resources.

C. Existing Conditions Analysis: The Inventory and Analysis section of the Plan (i.e. Task 1) will be incorporated by reference into the DGEIS to provide a comprehensive description of existing resources for the DGEIS.

D. Impact Analysis: Using existing research, E & E will analyze the impacts of the proposed plan and the identified alternatives. The impacts analysis will consider the potential effect of each on all key issues as identified above, and as identified via the Scoping Process.

As proposed, the DGEIS will identify and address “demonstration projects” in a generic manner. Since these demonstration projects may or may not be location-specific, it will be important to include them in the DGEIS in a way that allows for conceptual or generic review under SEQR as part of the NRGMP. It is envisioned that the DGEIS will include threshold levels of impacts under which future projects can be evaluated, as allowed under SEQR.

While every effort will be made to address these future demonstration projects within the DGEIS, in as much detail as is allowed, given their conceptual nature, it is expected that future projects will need to undergo a “streamlined” SEQR review at such point as they are finalized/proposed for implementation at a specific site/location. The intent is to streamline SEQR compliance for these future projects by establishing thresholds within the DGEIS so the projects will only require the minimum level of review under the law (SEQR short or long-form EAFs). If the EAF demonstrates that the



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future project is in compliance with, or compatible with the DGEIS then the SEQR compliance steps are completed and the Lead Agency can issue a Negative Declaration. A Supplemental GEIS would only be required for a proposed future project that was not considered within the DGEIS or which exceeds the thresholds identified with the GEIS.

Deliverables: See Task 5

Task 6-C: Public Hearings (December 2006) See Task 5-F.

Preparation of Final GEIS

The Preparation of the Final GEIS is not included in this scope and cost estimate. At this stage in the process, it is not possible to anticipate the level of effort that would be required to address comments and revise the Draft GEIS. In addition, if the proposed action ultimately selected by the Greenway Commission as the preferred option is determined not to have “significant adverse impacts” based on the Draft GEIS, then the Final GEIS may not be necessary.

Our Project Team is expert at SEQR processes and requirements. If the preparation of a Final GEIS and Findings Statement is deemed necessary by the Lead Agency, the Project Team would be available to submit a scope of work and cost estimate based on the extent of comments submitted during the public comment period and the level of effort that will be required to address the comments and prepare the Final GEIS document.

Assumptions

Our Scope of Services is based on the following assumptions:

- The Plan will be developed cooperatively between the Consultant Team and the Niagara River Greenway Working Group, who will act in the capacity of a Steering Committee.
- The project schedule will be met on the part of the Project Team based on factors and circumstances that are within our control.
- The State Office of Parks, Recreation and Historic Preservation will act in the capacity of designated SEQR Lead Agency.
- The Project Team will provide up to ten (10) copies of all various project deliverables to the NRGWG throughout the course of the planning process, including draft versions of the report as noted above. The production and distribution of additional copies will be the responsibility of the Niagara River Greenway Commission or their designee.
- Final deliverable will consist of ten (10) copies of the Final NRGW and GEIS, with supporting maps and graphics, along with an electronic version of all report documents and supporting maps and graphics. The production and distribution of any additional copies of the final report documents will be the responsibility of the Commission or their designee.
- The Project Team will prepare SEQR documents, including the Environmental Assessment Form (Short Form), Lead Agency Notification, Positive Declaration, and Environmental New Bulletin notifications, and the NRGWG will be responsible for distributing and publishing these forms and notices, as required by SEQR.
- All GIS data sets will be made available by the New York Power Authority for our use, and the Project Team will not incur any cost for obtaining GIS data sets.
- The Niagara River Greenway Commission, or their designee, will be



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responsible for determining and securing the location of all project meetings, including meetings and workshops with the public, and will handle the advertisement/publicity for these meetings.

- The Niagara River Greenway Commission will cover the cost of printing and distributing the Public Information Bulletin that will be developed by the Project Team.
- The Niagara River Greenway Commission, or their designee, will handle the review and approval of the draft NRG Plan and GEIS,
- During the review of the draft NRG Plan, efforts to resolve conflicts and research consensus on the plan will be undertaken by the NRGWG, the Citizens Advisory Committee, the Local Government Advisory Committee and the Commission. The Project Team will provide these entities with ideas, recommendations and possible methodologies to assist with consensus building and conflict resolution throughout the planning process.
- It is understood that planning efforts are already underway or set to begin for several major projects in the area. In order to avoid conflicts, and to maximize the efficient use of resources, the planning effort for the Greenway will recognize plans developed by others for major planning initiatives..
- Cost estimates will not be provided for the demonstration concepts or any other aspect of this technical scope of services.
- HOK's travel expenses include 3 trips for their Senior Planner and 5 trips for their Senior Landscape Architect. Additional trips would be considered extra services.
- The Project Team will have a representative attend up to five (5) meetings each of the Citizens Advisory Committee and the Local Government Advisory Committee. Any additional meetings beyond these meetings, and those outlined elsewhere in our Technical Approach, will need to be negotiated on a time and expense basis
- The NRGWG will provide the Project Team with copies of meeting minutes and summaries from all committee meetings and other such forums.