



Gresham Smith

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COLDSTREAM INDUSTRIAL PARK MASTER PLAN & SITE EVALUATION LEXINGTON, KY

Project Approach

We know how important this project is to you and the Lexington community. This project represents a strong collaborative partnership between the university and city as well as an economic opportunity for its residents. This is a big opportunity to showcase what innovative development can look like as Lexington continues to provide sustainable growth strategies within the Urban Service Boundary

Our multidisciplinary team is well versed in hosting engaging, informative and thoughtful planning processes. We have all the required technical knowledge to deliver implementable yet aspirational results. To achieve the project goals and outcomes identified in the RFP we will use tried and true methods as well as suggesting possible tweaks and innovations to help strengthen and amplify the outcomes of this effort. We envision finalizing the scope and details of each task at the Client team Kick-off and have included our suggestions for your consideration here.

Task 1 - Initial Site Analysis & Preliminary Site Layout

Having produced successful planning processes involving multiple clients and communities, our team suggests running Task 3 concurrently to the planning process, tasks 1 and 2. This will allow the overall project schedule to stay on track and allow input from agencies, the IAB and the community to have meaningful impact on the design process.

Initial Site Analysis

Setting a strong foundation of existing conditions information is critical for a master plan's success. Luckily, because our team has been working in and around Coldstream for years, we have a head start. We have already completed significant amounts of research and have institutional knowledge that will inform the site analysis. To begin, our team will collect our previous and current work, all relevant past planning and design documentation, and publicly available GIS. Our team of experts will work collaboratively to review this data and prepare a Development Framework Map and Site Analysis Memo that will clearly describe and illustrate the site's key opportunities and challenges.

Within this work we will perform a baseline environmental study and archeological review, coordinate with and review KYTC plans that may impact future site development, review land use and zoning implications, and describe existing infrastructure.

Once completed our team suggests hosting a collaborative workshop with the Client team, Industrial Authority Board (IAB) and potentially key city agency leaders to present these findings and collect initial feedback. At this meeting our team will facilitate a conversation about the client

team and IAB's vision for the 200-acre site to provide a high level direction for each of the four potential site layouts.

An Innovative Preliminary Site Layout Process

With the development framework, due diligence memo and documented input from the client team and IAB as a foundation, our team will work diligently to prepare four site concept options. Our team of multidisciplinary experts will layout four complete options. We will utilize the latest in innovative site design software to transform sketched options into informative and quantifiable site plans including providing metrics to evaluate each of the four options. These metrics may include data such as:

- floor to area ratios (FAR)
- square footage by use type
- available parking per parcel
- total grading for pad ready lots
- comparison of utilities required
- number of stream crossings
- area of amenity spaces
- number of lots
- average size of lots
- total area reserved for stormwater treatment
- community connections

This high-level data will be imperative for the Client team and IAB to make the most informed decisions when reviewing the four options. In addition our team will translate each plan into a 3D massing model to showcase the overall development potential and help clearly articulate the potential scale of buildings, parking lots, and open spaces. This imagery will also illustrate potential relationships to neighboring properties, visibility from the adjacent roadways, and suggested integration/connectivity with Coldstream and the Legacy Trail.

Once complete our team will prepare a Concept Plan Summary that will be presented to the Client team and IAB in an effort to identify two plans to move forward. The Preferred and Alternative plans will be more fully developed in Task 2.

Task 2 - Master Plan Development & Neighborhood Engagement and Industrial Authority Board Meetings

Develop Draft Preferred and Alternative Master Plan Scenarios

Our team will begin Task 2 by reviewing Client team and IAB input on the four preliminary site plan options. We will also review feedback from relevant agency coordination and input collected through the community engagement portal. Using this information and our existing conditions research the team will develop two master plan options.

Final Preferred Plan and Alternative Plan Production

Our team believes strongly that it will be in the best interest of the Client team and IAB to focus the majority of the planning and design team's efforts on a preferred plan as soon as possible to ensure it can be as detailed as possible within the scope of this process. This will save the client team and IAB time and budget in the long run.

After community meeting #1 input is collected the planning and design team will work with the client team and IAB to decide if it is possible to focus on one of the two plans in an effort to allow for more detailed development of the final plan. Our team believes it is possible to develop a preferred plan to a 30% construction documentation level. Allowing our team to focus on one option would provide for far greater detail in phasing, cost estimates, traffic analysis, finance and zoning strategy, and permitting/implementation process, etc.

If this is not possible our team is fully prepared to advance both a preferred and alternative plan as requested including the requested evaluations in the RFP with the understanding that the level of detail would not be as great as if one plan were selected.

Once the final plan or plans are developed the final plan(s) associated evaluation metrics and supportive character imagery would be presented to the Client team and IAB for final input and then publicly presented for final public comment at community meeting #2.

Task 3 – Community Engagement and IAB Meetings

IAB Meetings

IAB Meeting #1 - Preliminary Site Concept Plans Presentation to IAB

Once complete our team will prepare a Concept Plan Summary that will be presented to the Client team and IAB in an effort to identify two hybrid plans to move forward. The Preferred and Alternative plans will be more fully developed in Task 2.

IAB Interim Review, Meeting #2 - Draft Plan Review

Our team suggests an early plan refinement stage where the preferred and alternative plans are drafted, evaluated by our team, and reviewed by the Client team and IAB. Our team will provide technical summaries of each plan including:

- land use and zoning strategies
- lot configuration options
- building massing and configuration
- layout and order of magnitude cost of infrastructure
- traffic and circulation impacts
- stormwater and infrastructure requirements
- shared amenities

Once reviewed and refined based on Client team and IAB feedback we will coordinate with relevant agency stakeholders, make final adjustments and then present the two plans publicly at community meeting #2.

Community Engagement

In addition to the research and preliminary site layout work, our team will populate and launch the online community engagement portal. At the client team kick-off we will discuss the potential of the community engagement portal and how to use it. We know first-hand how community response can influence the development process and believe it is important to provide clear messages, be transparent, and engage early and often. Additionally, we have seen the impacts of COVID-19 and the pandemic in our work across the country. Finding innovative ways to meaningfully engage the community is paramount to the success of getting community support, but also can have major influences on project timelines and budgets. We want to face this challenge head on and are committed to developing a community engagement portal with the following tools/capabilities:

- Share project background, goals and timeline with the community in an online and mobile friendly format
- Provide regular project updates
- Gather community feedback via text messages and direct comments

Community Meeting #1

Our team is also prepared and advises an early engagement outreach to local neighborhood leaders. Similar to our early agency coordination we will identify these neighborhood stakeholders and have a coordination call to bring them into the process early, explaining the project and listening to the concerns of these stakeholders.

Community Meeting #2

Our team will present the two plans (preferred and alternative). The public presentation will focus on communicating elements of the project that are most pertinent to the community including traffic and roadway safety, buffers, access and circulation, visual impacts, land uses, etc. We will also be able to upload and share this information through online presentations and an interactive survey to ensure the materials are as accessible as possible.

Task 4 - Implementation Plan

The implementation plan will utilize the final plan(s) as developed in Task 2. This plan will inform the detailed cost estimates for infrastructure improvements, phasing plan(s), zoning strategy, permitting strategy and additional studies/coordination necessary to deliver implementation.

Cost Estimates, Budget and Quality Control

Gresham Smith is working on billions of dollars' worth of economic development from high tech industries and logistics to manufacturing and corporate headquarters. We are delivering projects at multiple scales from small single-story office and laboratory buildings to two million square foot high tech facilities. On every project, no matter the size Gresham Smith utilizes our Quality Management System (QMS) to prioritize our technical design quality and ability to keep projects on budget from planning through implementation. As such our team of designers will work through our standard on-team and off-team review protocols and have access to top designers and engineers with national experience ensuring your final plans and cost estimates have the best information and are of the highest quality.

Phasing Plan and Infrastructure Finance Strategy

Our team's experts will collaborate to develop a phasing strategy that sets up the Industrial Park for short and long-term success. Our experts in development finance will work closely with the phasing plan to ensure the implementation and finance strategy are in alignment. Led by Commonwealth Economics, our team will review and assess the potential financing mechanisms and funding sources for the Project's infrastructure, estimate the various revenue streams that might be generated by the Project, model impacts as it relates to potential job and tax revenue generation, and make a recommendation regarding the preferred components of the capital structure and feasibility of the proposed project, including an assessment of current financial market conditions prevailing at the time. Commonwealth Economics has suggested the following potential process and tools that will be a part of the initial kick-off discussion:

- Working with the project team to understand a general description of the proposed project, its scope and uses, estimated costs, preliminary construction schedule, and agreed upon pro forma estimates/assumptions.
- Developing an assessment of the potential economic and fiscal impacts and tax dollars that may be generated as a result of the project's successful completion. This would rely on

proven methodologies for estimated various impacts, including the use of IMPLAN software and data.

- Using provided pro forma estimates and findings of previous sections to model various revenue streams that may be used to help fund the project. This may include an assessment of various federal, state, and local incentives / grant programs, weighing the costs and benefits of each program and how they might be useful to fund certain project components.
- Using the developed pro forma estimates and findings to model various financing scenarios and funding mechanisms, including reviewing and assessing the potential utilization of:
 - Federal, State, and Local Incentive and Grant Programs (excluding TIF);
 - Developer surcharges;
 - Special taxing district(s); and
 - Parcel sales.

Additionally we will identify potential innovative or non-traditional funding mechanisms like 319(h) Watershed Grants, Lexington Stormwater Quality Improvement Design and Infrastructure Grants, and more.

Zoning Matrix

Our team, led by Nick Nicholson from Stoll, Keenan Ogden, is prepared to develop a zoning recommendations matrix that will suggest potential zoning strategies including pros and cons of each option. One option that will be included is the potential to create a new innovative zoning category specifically tailored to this site and its intended use. Our team has previous experience doing just this with success at the Coldstream Campus with the new P-2 zone. Our team has worked with the city planning department for years and will work directly with them to ensure the zoning strategy options are feasible and have buy in from the department level.

Permitting Timeline

Our team has extensive experience producing documentation to clarify the required steps of development for our clients and their future tenants. We understand that numerous processes and permits must be completed before earthwork can commence and we have experience with each step of this process.

We see the permitting timeline as being two distinct deliverables. The first outlining the required permitting and timeline for implementation of the phased infrastructure master plan. The second

would be a step by step guide for future tenants so when the IAB is marketing the property, the development process is clear and expectations are simple to understand.

Infrastructure Permitting Outline

This outline will clearly detail the specific steps required to take the master planned infrastructure from paper to construction. The outline will list the necessary processes, applications, meetings, coordination, fees, permits and more to prepare the client for the construction phase. This detailed outline will serve as a roadmap for construction.

Future Tenant Permitting Outline

Similar to the infrastructure permitting outline, the team will prepare a permitting outline on the parcel level to help inform the future tenant build outs. This outline would include a detailed site design and approval process description, permit needs and fees, and answers to other questions future tenants may have.

Identification of Additional Studies/Coordination and Deliverables

Based on the infrastructure and future tenant permitting outlines, our team will develop a list of both required and recommended additional studies and coordination efforts. Each will come with a description, deliverable, suggested timeline and budget as is feasible.

Deliverables and Fee Schedule

Task 1: Initial Site Analysis & Preliminary Site Layout - \$34,000

Initial Project Kick-off and Visioning Meeting

Initial Site Analysis: Development Framework Map + Site Analysis Memo (Gresham Smith + team)

Baseline Environmental Study & Archeological Review (Third Rock)

Coordination calls with relevant agencies: KYTC, LFUCG, ACOE (Gresham + team)

4 Preliminary Site Plans with metrics and massing studies (Gresham Smith)

Biweekly Client Team Calls (Gresham Smith)

Task 2: Master Plans - \$40,000

Develop 2 Plans – Preferred and Alternative (Gresham Smith + team)

Coordination calls with relevant agencies: KYTC, LFUCG, ACOE, etc (Gresham Smith + team)

Biweekly Client Team Calls (Gresham Smith)

Task 3: Neighborhood Engagement & Industrial Authority Board Meetings - \$14,500

Community Engagement Website + Survey (Gresham Smith)

Community Meeting 1 – Early Coordination Call with Neighborhood Stakeholders (Gresham Smith)

Community Meeting 2 – Present Preferred and Alternative Plans (Gresham Smith)

IAB Meetings:

Present 4 Preliminary Layouts and facilitate selection of preferred and alternative (Gresham Smith + team)

Present for Review 2 Draft Master Plans (preferred and alternative) (Gresham Smith + team)

Task 4: Implementation Plan - \$60,000

Infrastructure Cost Estimates (Gresham Smith)

Phasing Plan (Gresham Smith + team)

Zoning Matrix/Recommendations (Gresham Smith + N. Nicholson)

Financing Strategies (Commonwealth)

Infrastructure Permitting outline (Gresham Smith + Third Rock)

Future Tenant Permitting Outline (Gresham Smith)

Final Implementation Plan (Gresham Smith + team)

Prepared by: Erin Hathaway
Project Manager