

I-84 Viaduct Study

Final Consultant Scope of Work

May 6, 2009

Overview

The following Scope of Work and Schedule describe the tasks and timeline for undertaking an assessment of potential future options for replacement of the I-84 Viaduct in downtown Hartford. The Goody Clancy team will work with the Capitol Region Council of Governments (CRCOG), the City of Hartford, and the Hub of Hartford Committee (with representation from city and state government, and other key stakeholders) to complete the study, building on the work of prior studies and community dialogue.

The scope anticipates extensive opportunities for public input with seven meetings planned with the Hub of Hartford Committee as well as two community workshops and a community summit. Three newsletters will be prepared to summarize the progress of the work. Work will be advanced in three phases and completed in less than twelve months. It is not anticipated that the work will result in the recommendation of a single alternative for the future of the Viaduct. Rather, the study will consider several options and evaluate the relative merits of alternative approaches based on public support and technical viability. Following completion of the study, it is anticipated that ConnDOT will initiate a more extensive and in depth analysis of alternatives based on the foundation established by this study.

Scope of Work

PHASE 1

1.1 Kickoff Meeting

Meet with CRCOG to finalize schedule and roles and responsibilities of all parties. Schedule dates for all key public meetings, events and other activities.

1.2 Conduct Interviews

Conduct 2-3 days of interviews with key project stakeholder including city officials, the MDC, the CTDEP, the Hub of Hartford Committee members, economic development officials, real estate professionals, ConnDOT, community and environmental organizations, and other as identified in conjunction with the Committee and CRCOG. This will include a focus group session with City planning and development officials.

1.3 Gather and Review Data

Review Hub of Hartford Committee Goals/Vision.

Prepare a project base map utilizing existing GIS resources.

Conduct a reconnaissance of the study area to review:

- Land use and conditions
- Roadway and geometric conditions

Review existing planning studies, MDC stormwater runoff data, CTDEP air quality data, and economic development data for the area and surrounding districts.

Review existing traffic and transportation data:

- Previous studies, meeting minutes, traffic and roadway data, I-84 volumes, structural plans from ConnDOT, accident data, pedestrian and bicycle data; review previous structural evaluations of the viaduct prepared by CJM
- Review New Britain Hartford Busway and New Haven Hartford Springfield rail project data
- Review with CROCOG needed travel demand model format and information to support study analyses, such as zone structure

1.4 Initiate Analyses

Identify key transportation issues and constraints. Evaluate data from the existing travel demand model to determine who is using I-84 today, how are they using the highway, where are they going, and how they might be affected by changes to the Viaduct. The transportation assessment will also include an evaluation of potential factors that will influence possible structural options for the corridor such as the Park River conduit, existing Amtrak rail line, proposed busway corridor and existing soil and groundwater conditions. This information will be summarized in a Powerpoint presentation that will be an important element of Community Workshop #1.

Prepare an Economic Framework Memorandum summarizing Hartford's economy, its role in the region, future development potential and I-84's impact on the economy and private development. In undertaking this task, and over the course of the study, the team's economic consultant, W-ZHA, will work directly with City economic development staff.

Identify key economic development issues and constraints; review existing and planned downtown economic development initiatives and identify potential synergies with future approaches to the Viaduct. Identify key community development issues and constraints.

1.5 Preliminary Evaluation Criteria

Prepare a preliminary list of criteria that may be used to evaluate potential options for the I-84 Viaduct. These criteria will consider land use, transportation, economic development and environmental factors. This will include opportunity for review and input by City planning and development officials.

1.6 Case Studies

The team will briefly summarize 4-6 comparable initiatives that have being advanced or considered nationally and identify potential lessons learned that may be applicable to Hartford.

1.7 Thematic Options

Provide a brief overview of some key factors that would need to be considered in the evaluation various highway alternatives:

- Viaduct
- Tunnel
- Deck
- Depressed alignment
- Boulevard
- Bypass
- Other

Issues to be reviewed will include the potential applicability of these approaches to the study area including an initial assessment of potential advantages, disadvantages and constraints. The team will assess at a general level whether key constraints can be mitigated and how.

1.8 Hub of Hartford Committee meetings

Schedule and facilitate two meetings with the Hub of Hartford Committee. The first meeting will focus on a review of project goals and opportunities as seen by Committee members. The second meeting will focus on a review and discussion of initial data gathering and analyses.

1.9 Newsletter #1

Prepare a project newsletter providing an overview of the study and its goals.

1.10 Community Workshop #1

Community Workshop #1 will be planned as a half day event that provides the public and key stakeholders with an opportunity to initiate discussions on potential future scenarios for the Viaduct. The precise format of the workshop will be determined in conjunction with the City, the Hub of Hartford Committee, and CRCOG. The workshop format will be organized to provide opportunities for input from the general public and key project stakeholders. Workshop discussions and presentations will focus on two areas:

- I-84 Viaduct Today
- Rethinking the Viaduct: Future Issues and Opportunities

1.11 Project Management/Coordination

Over the course of the three Phase of the study, manage and coordinate the consultant team effort and hold regular meetings with the CRCOG to provide updates on progress of the study, and to coordinate with technical work to be undertaken by CRCOG.

PHASE 2

2.1 Develop Preliminary Alternatives

Based on prior work and input at Community Workshop #1, the team will develop a baseline alternative plus four Preliminary Alternatives representing approaches to reshaping the I-84 Viaduct area while accommodating transportation needs. The baseline alternative will be the replacement or reconstruction of the viaduct in the existing corridor. The baseline alternative will provide a base to compare other alternatives to, relative to construction cost, community impacts and benefits. The other four alternatives will include variations in both land use and transportation infrastructure. The preliminary alternatives are intended to provide an overview of a broad range of options and approaches to the I-84 Viaduct in order to stimulate discussion within the City, the HUB Committee, and the wider public. Transportation alternatives will likely include the following functional approaches:

- Maintain existing roadway functions (local and regional) but amend roadway form
- Accommodate regional through traffic but amend local access
- Redistribute some regional traffic from I-84 to other roadways

Each transportation option will be matched with a land use alternative that explores the potential long term implications of alterations to the transportation system to the functioning of the downtown and surrounding neighborhoods. Each functional transportation approach may be paired with one or more urban forms (a viaduct and a depressed alignment could be configured to fulfill the same transportation *function* but would have different implications for the form and character of the city). Land use alternatives will include consideration of the potential economic, environmental and transportation changes to the area made possible by changes to the Viaduct and how these may affect the future of the area.

Each of the alternatives will be described through an annotated illustrative plan that highlights its key facets.

2.2 Newsletter #2

Prepare a summary of the conclusions of Community Workshop #1 and an overview of the Preliminary Alternatives for distribution prior to Community Workshop #2.

2.3 Land Use/Urban Design Assessment of Preliminary Alternatives

Provide a summary overview of key urban design opportunities and challenges associated with the baseline and each preliminary alternative. Identify quantitative and qualitative elements including new development, open space, reconnecting the urban fabric and other considerations. This will include opportunity for review and input by City planning and development officials.

2.4 Transportation Analysis of Preliminary Alternatives

Provide input to CRCOG which will evaluate the baseline and four other preliminary transportation options utilizing the regional travel demand model. Based on CRCOG's assessment, review the model output and prepare a summary of key findings for use in meetings with the City, the Hub of Hartford Committee, and the public. This assessment will also include a preliminary evaluation of structural factors and a general assessment of potential construction cost considerations associated with the baseline and four other Preliminary Alternatives.

2.5 Economic Development/Market Potential of Preliminary Alternatives

Provide a qualitative assessment of key economic development, real estate and financial considerations associated with the baseline and each preliminary alternative. The real estate assessment will be based on the amount of developable land, the scale of potential development, and the degree to which land uses may be connected under each alternative. The economic development assessment will be based on the type and quality of land uses likely under each alternative. Land use characteristics will be compared to the area's development potential as defined in the economic framework. Financial implications will consider development feasibility given likely price points and costs to develop under the alternative. This will include opportunity for review and input by City planning and development officials.

2.6 Refined Evaluation Criteria

The preliminary evaluation criteria developed in Phase 1 will be refined as necessary in conjunction with the City, the Hub of Hartford Committee, and CRCOG. This will include opportunity for review and input by City planning and development officials.

2.7 Matrix Assessment

Prepare a qualitative assessment in matrix format of each of the baseline and four preliminary alternatives based on the evaluation criteria. This assessment will not be used to determine which alternatives should be considered further but rather as a tool to foster dialogue on the various options under consideration. This assessment will include an evaluation of Preliminary Alternatives from transportation, structural, and construction cost standpoint, as well as economic and land use/urban design perspectives.

2.8 Hub of Hartford Committee meetings

Schedule and facilitate two meetings with the Hub of Hartford Committee. The first meeting will focus on a discussion of the Preliminary Alternatives prior to undertaking any technical assessment. Based on this discussion, the consultant team will incorporate modifications to the alternatives to incorporate input from the Committee, and this modified version will be used for analysis purposes.

The second meeting will focus on a discussion of the team's analysis of the alternatives. This second meeting will be held prior to Community Workshop #2.

2.9 Community Workshop #2

Community Workshop #2 will be planned as a half day event that provides the public and key stakeholders with an opportunity to continue discussions on potential future scenarios for the I-84 Viaduct. The precise format of the workshop will be determined in conjunction with the City, the Hub of Hartford Committee, and CRCOG but is likely to focus on two areas:

- Review of baseline and Preliminary Alternatives
 - Land Use
 - Transportation
- Evaluation of baseline and Preliminary Alternatives

PHASE 3

3.1 Develop Composite Alternatives

Based on input from Community Workshop #2, the team will refine the baseline alternative (replace or build the viaduct) and develop up to three Composite Alternatives. These alternatives may represent refinements of the preliminary alternatives, be composites that combine several aspects of the preliminary alternatives, or may include new options. Each alternative will be summarized in an annotated illustrative plan.

3.2 Newsletter #3

This newsletter will be developed to provide a summary of the results of Community Workshop #2 and an overview of the Composite Alternatives to be evaluated in Phase 3.

3.3 Land Use/Urban Design Assessment of Composite Alternatives

Provide a summary overview of key urban design opportunities and challenges associated with the baseline and the other three composite alternatives. Identify quantitative and qualitative elements including new development, open space and other considerations. The team will identify any key unanswered questions that are beyond the scope of the study but which should be further considered and evaluated. This will include opportunity for review and input by City planning and development officials.

3.4 Transportation Analysis of Composite Alternatives

CRCOG will run transportation model for the baseline and each alternative which provides the following:

- Increase/decrease in trips –local and regional
- Vehicle Miles Travelled (VMT) – local vs. regional
- Vehicle Hours Travelled (VHT) –local vs. regional

The team will assist CRCOG in evaluating the results, as necessary, and prepare a summary for public presentation and discussion. The team will prepare an assessment of the structural challenges, constructability, and general potential order of magnitude construction cost of the baseline and composite alternatives. The team will also identify any key unanswered question that are beyond the scope of this study but which should be further considered and evaluated in ConnDOT's subsequent efforts.

3.5 Economic Development/Market Potential of Composite Alternatives

Provide a summary of key economic development, real estate and financial considerations associated with each alternative. Identify how well each alternative satisfies market potential. The fiscal revenue and economic implications of each alternative will be summarized as well as an assessment of private development feasibility. This will include opportunity for review and input by City planning and development officials.

3.6 Matrix Assessment

Using the Evaluation Criteria developed in Phase 2, prepare a preliminary ranking of the Composite Alternatives for discussion with the City and the Hub of Hartford Committee.

3.7 Study Report

Prepare a report that provides an overview of the process, goals, analyses, alternatives, evaluation criteria, matrix assessment, and next steps. A brief summary document that is suitable for wide public distribution will be prepared—using non-technical language-- that summarizes the conclusions of the study.

3.8 Hub of Hartford Committee meetings

Schedule and facilitate three meetings with the Hub of Hartford Committee. The agenda for each of these meeting will be as follows:

- Review of Composite Alternatives
- Review of Analysis/Matrix Assessment of Composite Alternatives
- Review and Discussion of Study Report

3.9 Community Summit

Assist the City, the Hub of Hartford Committee, and CRCOG to structure and organize a major public forum/community summit to review the findings of the study and consider next steps. This forum would be structured to engage city, state and community leaders in a dialogue about how best to move forward.

Schedule

The study will be completed over an approximate nine month period commencing on the date of the Consultant-CRCOG contract execution.

- Phase 1 (3 months)
- Phase 2 (3 months)
- Phase 3 (3 months)